

4Q 2022

CALLAHAN'S CREDIT UNION

STRATEGY & PERFORMANCE

PROVIDING DATA-BASED INSIGHTS THAT MOVE CREDIT UNIONS TO TAKE ACTION

SPOTLIGHT ON SUCCESSION

Massive changes are underway, reshaping who will lead the credit union industry in the decades to come. (PG. 33)



ANNUAL REPORT

2023 INNOVATION
SERIES WINNERS

MARKETPLACE
DIRECTORY

The Digital Difference Starts Here. **Your Possibilities Delivered.®**



The world is accelerating – and so is PSCU. As the nation's premier credit union service organization and a trusted integrated financial technology provider, our digital banking, analytics and risk management platforms are at the forefront of innovation, enabling credit unions to provide personalized, connected experiences for their members. Let us help your credit union transform tomorrow.

Payments ■ Risk Management ■ Digital Banking ■ Data Science and Analytics ■ Loyalty Mobile and Online Card Management ■ Contact Center Services and Solutions
Strategic Consulting ■ Cross-Channel Marketing Solutions ■ Delinquency Management

PSCU 
pscu.com
844.367.7728



Indirect lending

Optimized. Maximized. Energized.

When it comes to indirect lending, we see The Big Picture. That's why CUDL offers a complete end-to-end solution with everything you need to enjoy success at every indirect lending touchpoint. You'll also enjoy complete control of your rates and underwriting, as well as no per-app fees.

Tap into intelligent indirect lending with CUDL.



AUTOSMART

Online car marketplace with local dealer inventory



SMART APPROVAL

Convenient online preapprovals through your credit union website



SMARTFUND

An entirely paperless process for seamless dealer funding



OUTSOURCED LOAN PROCESSING

Overflow support options to keep your loans flowing efficiently

ORIGENCE
A CU DIRECT BRAND

origence.com/indirect

CALLAHAN'S CREDIT UNION STRATEGY & PERFORMANCE | 4Q 2022

3

Editor's Letter

Rising rates and tightening liquidity? It's been a while, but we've been here before.

4

On Leadership: Whitney Anderson-Harrell

Business and community development have transformed this new CEO into a listening leader.

6

What's In A Name

Ami Iceman Haueter takes on a new c-level role and a merged division to drive digital innovation at MSUFCU.

9

Market Snapshot

Total members, branches, mergers, and more at the close of 4Q 2022.

10 ANNUAL REPORT

Making The Most Of Member Experience
/ by Jay Johnson

10-Year Balance Sheet And Income Statement

Consolidated Credit Union Financial Statement

Largest 200 Credit Unions By Assets

Top 50 Credit Unions In Mortgage Origination Concentration

Leaders In Auto Loan Concentration

Top 50 Credit Unions In Credit Card Concentration

Top 50 Credit Unions In Checking Penetration

Top 50 Credit Unions in Average Member Relationship

Top 50 Credit Unions In ROA

50 Most Efficient Credit Unions

Peer Group Performance Comparison

Distribution Of Assets And Institutions Across All Peer Groups

The Changing Composition Of Credit Unions

State Performance Rankings

Credit Union Assets By State

Concentration Of Credit Unions By State

Credit Union Liquidity Profile By State

33 SPOTLIGHT ON SUCCESSION

/ by Aaron Passman & Marc Rapport

CEO Onboarding: Tonita Webb

Showing up as her true self helped Tonita Webb navigate her first foray into the corner office as CEO of Seattle's Verity Credit Union.

CEO Onboarding: Brian Waldron

A newly minted chief executive uses intentional listening to build connections and spark growth at his Michigan cooperative.

CEO Onboarding: James McBride

Transparency, empowerment, and clarity of mission helped James McBride make the most of his first year as chief executive.

CEO Onboarding: Laurie Butz

Listen before acting, and honor the past while embracing the future — words of wisdom to help a new chief executive settle into the role.

Exit Interview: Benson Porter

Even after retirement, this longtime credit union executive plans to continue advocating for the industry.

Exit Interview: Maurice Smith

A half-century of service hasn't come completely to an end for this pioneer of credit union innovation and diversity.

Exit Interview: Dave Roughton

From the coin vault to the corner office, Dave Roughton looks back on a career and to the future of an industry with impact in mind.

Exit Interview: Tracie Kenyon

Montana's Credit Unions' longtime leader leaves a legacy of service, collaboration, and independence.

57 SPECIAL SECTION

2023 Innovation Series Winners

CreditUnions.com readers selected the winners of the sixth annual Innovation Series.

63 THE LAST WORD

I Needed A Credit Card. My Credit Union Couldn't Help.

/ by Marit Hoyem

After seeking a credit card to use during a semester abroad, a college student laments that her credit union couldn't meet her needs as well as a fintech.

65 MARKETPLACE DIRECTORY

Index of industry suppliers and their contact information.

PUBLISHED BY



FOR MORE THAN 35 YEARS, CALLAHAN & ASSOCIATES has been a strategic resource to credit unions across the country. Our purpose is simple: we empower credit unions to impact their members and communities in meaningful ways. Learn more at Callahan.com.



1001 Connecticut Ave, NW Suite 1001, Washington, DC 20036
Ph: (800) 446-7453 | F: (800) 878-4712 | editor@creditunions.com
Callahan.com | CreditUnions.com

© COPYRIGHT 2023. ALL RIGHTS RESERVED.

Copyright is not claimed in any works of the United States government. Copyright is claimed in all other materials and data of the United States government, such as lists, data arrangements, comparisons, analyses, charts, and illustrations. Material protected by copyright may not be reproduced in whole or in part, in any form whatsoever, without the express permission of Callahan & Associates.

CREDIT UNION STRATEGY & PERFORMANCE is a product of Callahan & Associates. A subscription with Callahan & Associates provides companywide access to *Strategy & Performance*, as well as market share reports, industry research, and more. For more information, visit Callahan.com/credit-union-programs/ today.

For article reprints or to purchase additional copies, please contact subscriber services at (800) 446-7453.

EDITORIAL DIRECTOR

Aaron Passman
(editor@creditunions.com)

EDITORIAL CONSULTANT

Rebecca Wessler

DESIGNER

Seth Shibelski

CONTRIBUTORS

Jay Johnson
Alix Patterson
Marc Rapport

CALLAHAN ANALYSTS

Roman Ojala
Will Hunt
Andrew Lepczyk
Sherry Virden

ADVERTISING INQUIRIES

ads@creditunions.com
(800) 446-7453

EDITOR'S LETTER

THE YEAR THINGS *REALLY* WENT BACK TO NORMAL

Rising rates and tightening liquidity? It's been a while, but we've been here before.

BY AARON PASSMAN



AARON PASSMAN
EDITORIAL DIRECTOR

If 2021 was the year daily life returned to normal after the pandemic, then 2022 was the year banking returned to normal. How else to describe the period when the Federal Reserve raised its benchmark interest rate a whopping seven times, and financial institutions of all stripes saw lending slow and finally began to feel a liquidity pinch?

The good news is that — for the most part — this is familiar territory. Yes, supply chain issues and talent shortages caused problems throughout 2022, and in some cases remain a challenge, but if there's one thing credit unions know how to do, it's how to run the business during tough times. In the pages ahead, you'll find Callahan's 2022 Annual Report, including an in-depth look at industry performance from the past year, leader tables, performance rankings, and more. It's our hope these pages not only give readers a glimpse in the rear-view mirror but also help them navigate the road ahead.

Longtime readers will notice something slightly different about this issue of *Strategy & Performance*. Although most editions feature an "Anatomy Of A Credit Union" profile, we've taken a different tack this time around, looking instead at succession from both sides of the coin — four leaders who are new to the corner office and four who are hanging up their boots after decades in the industry.

Lastly, for all credit unions do to bring young consumers into the fold, sometimes they can't do it all. This edition concludes with what should be a wake-up call: A reflection from a young credit union member — and the granddaughter of one of Callahan's cofounders — on how a fintech was able to meet her credit card needs when her credit union couldn't.

As always, I welcome your feedback. Feel free to reach out anytime by emailing me at apassman@callahan.com.

Yours collaboratively,

Aaron Passman
Editorial Director



**WHITNEY
ANDERSON-HARRELL**
PRESIDENT & CEO,
ELEMENTS FINANCIAL FCU

WHITNEY ANDERSON-HARRELL ON LEADERSHIP

Business and community development have transformed this new CEO into a listening leader.

BY MARC RAPPORT

When Whitney Anderson-Harrell became president and CEO of Elements Financial FCU (\$2.3B, Indianapolis, IN) in February 2022, she took on the challenges and opportunities of succeeding Lisa Schlehuber, who was retiring after 17 years in the role at the Hoosier State cooperative.

Although this is Anderson-Harrell's first time in the top spot, she brings more than 15 years of marketing, account management, and business development experience to the role. For the past seven years, she served as vice president and chief community development officer at the world's largest university-based credit union, Michigan State University FCU (\$6.8B, East Lansing, MI).

Here, the MSU alum (she also holds an MBA from Wake Forest University) shares what she's learned and what she's learning about leadership

at a billion-dollar, member-owned financial services cooperative.

ON BECOMING CEO...

My career track has provided me with many different opportunities that have prepared me for the role of CEO. The biggest thing that has led me to this point is that we're all always learning — never stop learning!

That said, I'm proud to work for Elements Financial Federal Credit Union as our president and CEO. This is something I've been working toward, and I'm excited to be a part of such an amazing group of individuals who put our members first every single day.

ON MOVING FORWARD IN A CHANGING ENVIRONMENT ...

The executive team and I are excited to execute on our new strategic plan and navigate this new rate environment. We're excited to continue to grow and expand in our markets. We will always keep our members, employees, and community first.

ON COMMUNITY AND PERSONAL DEVELOPMENT ...

My work at MSUFCU as chief community development officer provided me with the opportunity to work in many different capacities. [MSUFCU President & CEO] April Clobes is an amazing leader and mentor who allowed me to work on many different projects. That was pivotal for my career.

I worked with our university and SEG partners, internship programs, CUSOs, the Desk Drawer Fund [MSUFCU's foundation], financial

CU QUICK FACTS

ELEMENTS FINANCIAL FCU

DATA AS OF 12.31.22
INDIANAPOLIS, IN

\$2.3B

ASSETS

101,525

MEMBERS

200

FTES

9.32%

NET WORTH

0.47%

ROA

“ Every day is a job interview. It’s so important to love what you’re doing and share your passion with others. It’s important to try new things, say ‘yes,’ and take on new projects even when it seems hard. ”

— WHITNEY ANDERSON-HARRELL, PRESIDENT AND CEO, ELEMENTS FINANCIAL FCU

education, business development, community development, and many other opportunities. I loved working with all those amazing organizations and teams; that is what made every day so amazing and what made me want to lead an organization as CEO.

Each of these opportunities also helped me grow, learn, and develop as a leader, and I’m excited to bring some of those same themes to Elements Financial.

ON LEADERSHIP STYLES ...

My leadership philosophy and styles are to lead with integrity, empathy, and transparency. I try to live and lead every day to the fullest. Life is not a dress rehearsal. Every day counts, and it’s important we do our best and work hard each day.

The most important lesson/learning that I brought from MSUFCU is to listen to all our employees. We all make the culture of the organization. How we serve our members, employees, and community matters — that is what makes credit unions different.

I also learned the power of saying “yes,” and taking on new and exciting challenges. That is what creates new opportunities.

ON BEING WRONG AND LEARNING FROM THAT ...

When I first went into management, I assumed everyone wanted to move up in the organization. I was wrong. There are people with all different journeys. The important thing is to listen to them and what they want. It’s important to support whatever professional development goals employees have.

ON ADVICE FOR ASPIRING CREDIT UNION LEADERS ...

Every day is a job interview. Take the time to put in the hard work and listen to advisors, advocates, and mentors.

It’s so important to love what you’re doing and share your passion with others. It’s important to try new things, say “yes,” and take on new projects even when it seems hard. You can do it.

ON TIME AWAY FROM THE JOB ...

I love to spend time with family and friends — their support has changed my life. I also love to listen to all different types of music, read, and travel.

This interview has been edited and condensed.

WHAT'S IN A NAME: CHIEF RESEARCH AND DIGITAL EXPERIENCE OFFICER

Ami Iceman Haueter takes on a new C-level role and a merged division to drive digital innovation at MSUFCU.

BY MARC RAPPORT

Ami Iceman Haueter's role and responsibilities have grown significantly since she joined Michigan State University FCU (\$7.3B, East Lansing, MI) as the big cooperative's associate vice president of research and digital experience in February 2019.

After less than a year in the seat, she moved into a vice president role as part of a reorganization that blended analytics and member digital service. That reorg eventually led both to a newly created member digital experience division and Iceman Haueter's new role as chief research and digital experience officer.

Here, she talks about MSUFCU's strategic focus and her new responsibilities overseeing nearly 10% of MSUFCU's approximately 1,100 employees.

WHY DID MSUFCU CREATE THE ROLE OF CHIEF RESEARCH AND DIGITAL EXPERIENCE OFFICER?

Ami Iceman Haueter: Our CEO and executive team identified the need for a digital and innovation focus. Leveraging data collected in the research areas and actively making changes in our digital spaces aligned well, and the role was born. This has progressed as the credit union has cemented this focus as a key to our growth.

We now have a single source for this kind of work. I previously had a specialized team of eight. Then I took on a merged e-services department that has more than 100 people collaborating on a wonderful and inclusive digital experience. Our e-services department is responsible for technical support, live chat, loan apps, and really, all our members' digital needs.

DID THE CREDIT UNION CREATE THE ROLE FOR YOU?

AIH: I'm the first to hold the role. Before I joined the team, others in the credit union contributed to these areas, but their management wasn't centralized. I've worked with our leadership team to spotlight these areas and grow them to support the needs of the credit union.

AMI ICEMAN HAUETER

CHIEF RESEARCH & DIGITAL EXPERIENCE OFFICER
MICHIGAN STATE UNIVERSITY FCU



“ Our success lies in the culture of innovation within the credit union that allows everyone's ideas to be heard. We're all in this together to provide the best for our members. ”

— AMI ICEMAN HAUETER, CHIEF RESEARCH AND DIGITAL EXPERIENCE OFFICER, MICHIGAN STATE UNIVERSITY FCU

CU QUICK FACTS

MICHIGAN STATE UNIVERSITY FCU

DATA AS OF 12.31.22
EAST LANSING, MI

\$7.3B

ASSETS

338,733

MEMBERS

1,182

FTEs

9.7%

NET WORTH

1.05%

ROA

WHAT CHALLENGES AND OPPORTUNITIES DOES YOUR ROLE ADDRESS? HOW DO YOU PLAN TO ADDRESS THEM?

AIH: We are an experience hub that works to meet compliance and regulatory requirements, while also meeting the members and our employees where they are.

My role addresses how we envision our future digital spaces, how we gather insight from members, and how we make the next best right choice for the credit union and our membership. This comes with both challenges and opportunities, but it gives us room to explore what the future of finance can be.

Truthfully, our success lies in the culture of innovation within the credit union that allows everyone's ideas to be heard. We're all in this together to provide the best for our members.

WHAT ARE YOUR GOALS FOR STRENGTHENING MEMBER RELATIONSHIPS AND ENGAGEMENT?

AIH: We've established KPIs for our team and throughout the credit union to track the success of our initiatives while also leaning into our member feedback and insights to drive change.

We work daily to meet the members where they are and provide products and services that fit their needs now yet allow them to dream big for the future. We've also established a member panel that is currently 600-strong that provides feedback and insights on our innovation projects to help us gauge interest and engagement.

WHAT DOES CREATING A C-LEVEL POSITION WITH THESE RESPONSIBILITIES SAY ABOUT THE CREDIT UNION'S COMMITMENT TO MEETING THOSE CHALLENGES AND LEVERAGING THOSE OPPORTUNITIES?

AIH: Having a c-level position like this is an intentional statement about the credit union's goals and focus. We know digital and human interactions have to work together to create the best experiences for our members, and we're committed to delivering in new and creative ways.

WHAT INITIATIVES IN PLACE AT MSUFCU ADDRESS INNOVATION AND IMPROVING THE MEMBER EXPERIENCE?

AIH: I work in close partnership with our chief of digital strategy and innovation. His team focuses on bringing new and emerging ideas into the credit union for testing and exploration. Once an idea is greenlit for long-term use, my team establishes a plan to support our fintech partners in the development. This partnership between teams allows us to support and grow our innovation initiatives and offer unique products and services.

We also work with other leaders and business units to establish where we can gain efficiencies, how we can more effectively share education with our members, and how we can partner to find creative solutions.

GOALS FOR DIGITAL EXPERIENCE

Ami Iccman Haueter lays out her goals for the recently created member experience digital division.

- Make it easy for our team to support members and build lasting relationships.
- Make it easy for the members to find, and act, on what they need. Give them the control to create their own experience; that will, in turn, allow us to support them in personalized ways.
- Create digital spaces and solutions that are flexible enough to allow us to dream. Using data and insights to drive our understanding of our members and organization will allow us to create these spaces now and in the future.

HOW DO YOU ENVISION WORKING ACROSS THE ENTERPRISE TO CREATE AND EXECUTE ON YOUR GOALS?

AIH: Essentially, my role is to learn and understand. The best way to work throughout the organization is to be willing to listen and collaborate. I don't know what I don't know, but I'm willing to learn.

When you understand the employee journey and the member journey, you can create better solutions. So,

listening, understanding, and adapting is how I like to approach our plans, and bringing those teams along to provide insight and direction — and allowing the members to weigh in — ensures we all see the outcome as valuable.

WHAT MAKES YOU A GREAT FIT FOR THE JOB?

AIH: I'm willing to learn, collaborate, and adapt. I meet people where they are, and I have a knack for helping people come together and make concepts accessible to everyone. I hope other people would say that, too.

HOW HAS YOUR CAREER PREPARED YOU FOR THIS NEW ROLE?

AIH: I oversaw the communications division of a branding and marketing agency previous to my role in the credit union. That environment taught me to be ready for anything — to adapt and be flexible. Things can change in an instant, but you have to provide what is best for the client, their customer, or the member and never stop trying to come up with the next best right thing. That environment, in some ways, forced me to lean into my strengths.

TO WHOM DO YOU REPORT? WHO REPORTS TO YOU?

AIH: I report directly to our CEO. My team consists of two areas: our e-services department, which is our digital member communications and service area — live chat, online loan and membership applications, social media, etc. — and our digital resources department, which houses our UX team, digital experience team, researchers, AI trainers, and member technical support teams. I have a vice president who reports directly to me, and two AVPs and a director who report to her. We then have eight managers who support those teams.

WHAT'S YOUR DAILY ROUTINE AT THE CREDIT UNION?

AIH: I spend a lot of my time in strategic planning discussions, partner and vendor planning and communication, industry tracking, team support and building, and organizational communications. I might do this from my desk or while traveling to present at conferences or symposiums. I enjoy having a different day every day.

HOW DO YOU TRACK SUCCESS IN YOUR JOB?

AIH: By looking at feedback from other business units and key standards I track. How is our team working alongside others? Employee satisfaction also is important. Do my team members feel fulfilled and positively challenged in their roles?

We have KPIs for each of our areas, tickets we process, digital performance measures we track, onboarding, member product use, and all those quantitative measurements. We also do a lot of qualitative feedback.

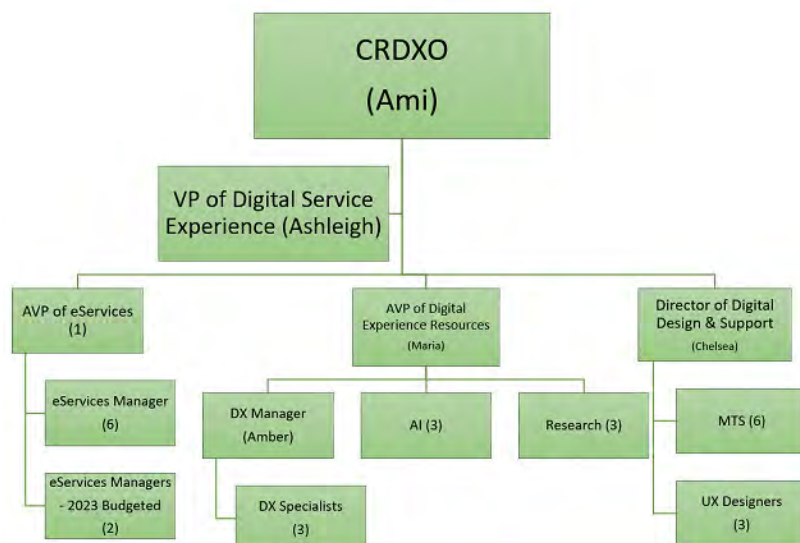
HOW DO YOU STAY CURRENT ON TOPICS THAT FALL UNDER YOUR ROLE?

AIH: I read a lot of articles from inside and outside our industry. I attend conferences, talk to my peers, participate in committees and workgroups, and take every chance I get to engage in training and listening.

I've also had the privilege to speak at several industry events and to participate in MDC's NextUP program, Filene's i3 program, CUNA committees, and many more exciting industry opportunities.

This interview has been edited and condensed. ▲

Ami Iceman Haueter, chief research and digital experience officer (CRDXO) at MSUFCU, heads the credit union's member digital experience division. In her role, Haueter is responsible for 12 managers and more than 100 employees.



MARKET SNAPSHOT: 4Q 2022

INDUSTRY OVERVIEW

FOR U.S. CREDIT UNIONS

SOURCE: CALLAHAN & ASSOCIATES

	AS OF 12.31.2022	12-MO. GROWTH 2022	12-MO. GROWTH 2021
ASSETS	\$2,190.2B	5.1%	11.7%
LOANS	\$1,521.0B	19.9%	8.0%
SHARES	\$1,869.4B	3.3%	12.6%
INVESTMENTS	\$573.1B	-20.6%	19.8%
CAPITAL	\$207.2B	-5.9%	6.6%
MEMBERS	136.6M	4.3%	4.2%



TOTAL CREDIT UNIONS 4Q22

185

4,863

4Q21: 5,048

CREDIT UNION
MERGERS YTD

19

177

2021: 158

CREDIT UNION
NEW CHARTERS

1

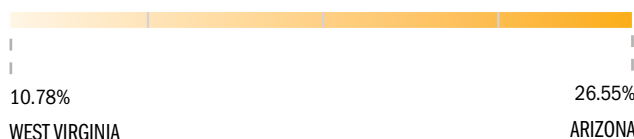
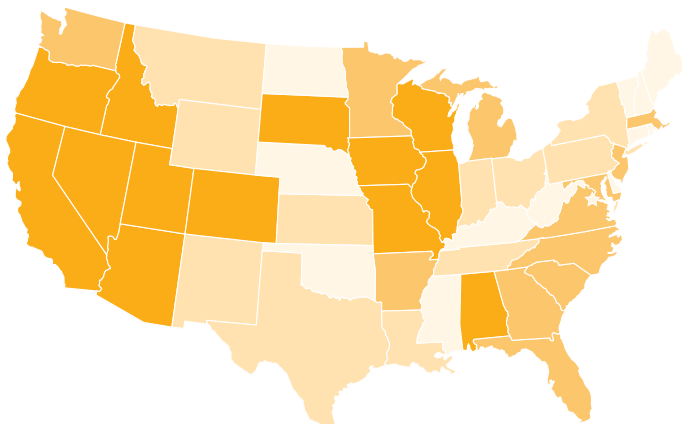
3

2021: 4

REGIONAL LOAN GROWTH

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

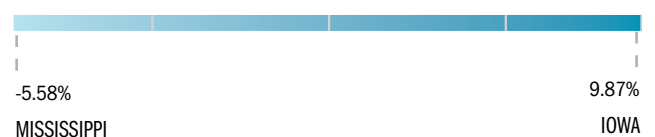
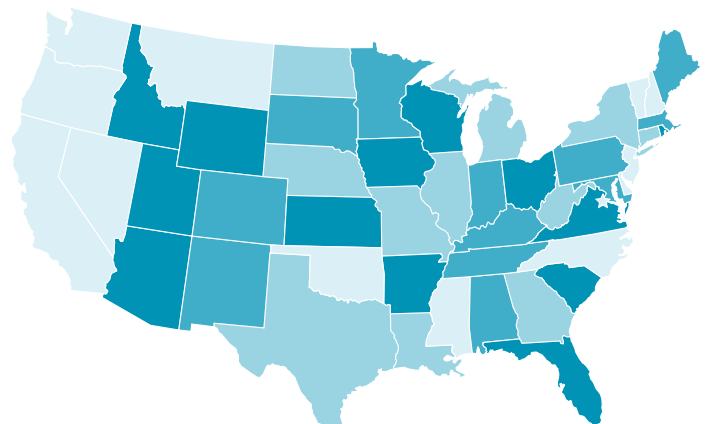
SOURCE: CALLAHAN & ASSOCIATES



REGIONAL SHARE GROWTH

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

SOURCE: CALLAHAN & ASSOCIATES



MAKING THE MOST OF MEMBER EXPERIENCE

After a year filled with economic uncertainty and recent high-profile bank failures, there's more reason than ever for credit unions to double down on service.

BY JAY JOHNSON



JAY JOHNSON,
CHIEF COLLABORATION OFFICER,
CALLAHAN & ASSOCIATES

Uncertainty is hovering over the U.S. economy as inflation remains elevated and recession fears persist. Consumers are feeling the effects of higher prices, with the savings rate falling to a near-record low, consumer debt rising, and delinquencies ticking up on credit cards, auto loans, and mortgages. While this data raises concerns, GDP posted 2.9% growth in the fourth quarter of 2022 — slightly above expectations — and consumer spending increased the most in nearly two years in January. The labor market remains strong, with the unemployment rate holding near 50-year lows despite significant layoffs at Big Tech firms such as Amazon, Meta, and Alphabet. The conflicting data points have some economists questioning the likelihood of a recession or predicting a mild one at worst.

The uncertainty that closed out 2022 has now been compounded though by the failures of Silicon Valley Bank and Signature Bank, and broader concerns about the stability of the banking sector. The Federal Reserve quickly established a Bank Term Funding Program in the wake of the two bank failures to assuage concerns about deposit availability, particularly at small and mid-sized banks. Although the two bank failures were seemingly tied to unique circumstances, questions about liquidity in the banking system continue and requests to expand deposit insurance coverage beyond the current \$250,000 limit are circulating in Washington. Even with the banking turmoil, the Federal Reserve continues to make clear its top priority is bringing inflation down, raising interest rates for the ninth consecutive time during its meeting in March.

For credit unions, the bank concerns may present an opportunity. Although the reasons for concern are different today, there could be parallels to the post-Great Recession environment that saw credit union membership growth accelerate as consumers looked for options. Many credit unions put out messages following the bank failures to assure members of their financial soundness. Credit unions in areas where the two banks had a presence are getting questions

from members but there are no indications that deposits are at risk. Some credit unions are seeing deposit inflows as a result of the bank failures, and media coverage in some markets has highlighted how the credit union model is different. The environment presents an opportunity to elevate the cooperative, member-focused model that distinguishes credit unions from the competition.

HOW WILL MEMBER BEHAVIORS CHANGE?

Keeping an eye on member behavior will be a focus for many credit unions as bank concerns stay in the news, but credit unions have already been adapting to significant shifts in member saving, borrowing and spending patterns in recent years. In 2020 and 2021, a surge of deposits came onto balance sheets as government stimulus programs combined with slower consumer spending tied to pandemic-related closures. Credit unions originated record amounts of loans to members in both years but growth in loans outstanding was slow, falling to 4.9% in 2020, due to rapid paydowns by members who were flush with cash.

As pandemic-related programs ended, consumer spending re-emerged, inflation rose, and share growth fell from 12.7% in 2021 to 3.3% in 2022. The loan portfolio grew an incredible 19.9% in 2022 — even as mortgage lending cooled — as borrowing for consumer loans picked up and loan paydowns slowed. As a result, the excess cash that presented a liquidity challenge at the beginning of 2022 shifted quickly to a different liquidity challenge — the need to attract funds, whether from members or outside sources.

Certificates became the primary source of new funds for credit unions in the second half of 2022, with balances rising \$57 billion in just six months. That increase accounted for 95% of total share growth in a year in which share balances rose \$60 billion. Many credit union teams are relearning how to sell deposits, particularly core checking and savings accounts that often tie to deeper relationships. Will the

“ Although growth is the outcome many credit union strategic plans look to deliver, service is likely to be the key to achieving growth momentum. ”

— JAY JOHNSON, CHIEF COLLABORATION OFFICER, CALLAHAN & ASSOCIATES

economic and banking environment lead to another shift in member behavior? It is too early to know, but there may be more opportunities for growth in 2023 than many expected coming into the year.

ENGAGING MEMBERS ACROSS SERVICE CHANNELS

Deeper member relationships are a key component of most credit unions' growth plans. The ability to grow from within is not only more efficient, since attracting new members typically comes at a relatively high cost, but also indicates the credit union is delivering real value to its membership. While credit unions utilize a range of options to expand their reach – such as field of membership changes, new branch locations, or mergers – the ability to expand existing member relationships is likely the foundation of any growth strategy.

The challenge today is meeting, if not anticipating, member expectations about service experience. The 2022 American Customer Satisfaction Index showed credit unions are lagging bank satisfaction scores for the fourth consecutive year, a worrisome trend given credit unions' historical advantage in providing service to members. The market continues to evolve, and consumers' expectations are influenced by almost every interaction they have when making purchase decisions, whether via digital or in-person channels. It is not enough for credit unions to match the experience that banks or even fintechs are delivering. Consumers are comparing credit unions to their experience at an Apple store or their latest Amazon purchase.

On the digital front, credit unions are continuously investing to enhance the member experience. New platforms and providers are being evaluated. Fintech partnerships are playing a role in plans as credit unions look to not only tap into leading-edge capabilities but gain insights into the entrepreneurial, fast-paced decision-making that helps these firms stay ahead of the competition. Gaining these insights cannot be overlooked because it is not just member-facing applications that need to be addressed to fully realize a digital transformation. It is a change to how the organization operates, developing processes that respond more quickly to changing member needs and expectations.

Branch strategies are also being reviewed to elevate the in-person experience. Credit unions continue to invest in their branch networks, either through new or updated locations, as they remain important for visibility in their communities and as a source of new members. Personal touch at the right time also remains important, and the branch is where credit unions can both resolve more complex member issues and teach members how to use self-service technologies, such as mobile deposit. Making the branch experience more efficient by offering online appointment scheduling is another way credit unions are linking the digital and in-person experience.

Many credit unions are investing in a variety of branch models, from full-service to smaller footprint models designed to serve members with fewer staff and more technology options, such as interactive teller machines. Others are placing ITMs in new markets to test and gain traction in these areas. Some are employing a hub-and-spoke strategy, anchoring markets with a full-service branch while operating smaller satellite branches with fewer but more seasoned staff who can respond to a broad range of member inquiries. Although branch traffic for many credit unions has trended down since the pandemic, transaction volumes remain high for most.

SERVICE AS A GROWTH STRATEGY

A CEO recently commented, “We don’t have a member-growth strategy, we have a member-service strategy.” This is recognition that a clear service strategy encompassing all member touchpoints is fundamental to engaging members and developing deeper relationships. Although growth is the outcome many credit union strategic plans look to deliver, service is likely to be the key to achieving growth momentum.

Consumer behaviors will continue to shift and service expectations will continue to rise. Credit unions have proven they can adapt to shifting behaviors. Will they make the necessary investments in 2023 and beyond to ensure they also meet member service expectations? ▲

10-YEAR BALANCE SHEET AND INCOME STATEMENT

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22*

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	CAGR***
ASSETS											
Cash Balances	84,464,657	82,505,037	90,765,655	94,387,496	95,211,655	89,323,291	116,540,823	235,630,669	257,739,007	131,532,205	5.04%
Government & Agency Securities	209,060,878	198,670,283	194,539,016	190,365,228	186,017,328	180,333,401	188,997,426	267,847,315	358,788,663	346,136,526	5.76%
Investments at Other FIs	50,821,914	48,871,176	47,550,390	47,095,560	43,559,822	39,670,418	38,618,555	42,502,810	40,714,588	50,085,048	-0.16%
All Other Investments	33,756,905	36,407,045	39,321,213	40,250,877	40,833,198	41,228,183	45,175,095	55,841,620	64,035,535	45,277,900	3.32%
Total Investments & Cash	378,104,355	366,453,541	372,176,275	372,099,162	365,622,003	350,555,292	389,331,900	601,822,413	721,277,793	573,031,678	4.73%
Real Estate Loans	343,679,567	369,353,318	402,306,295	437,041,353	478,747,991	520,906,370	564,780,640	607,139,123	663,859,119	798,162,944	9.81%
Auto Loans	200,563,705	232,123,344	264,535,502	301,830,556	335,836,640	369,830,394	378,938,898	383,892,299	408,593,477	490,361,819	10.44%
All Other Loans	108,744,656	119,313,019	129,625,960	140,905,849	153,294,146	164,719,079	176,471,346	183,919,848	195,919,838	232,458,279	8.81%
Total Loans	652,987,928	720,789,681	796,467,758	879,777,758	967,878,778	1,055,455,843	1,120,190,884	1,174,951,270	1,268,372,435	1,520,983,042	9.85%
(Loan Loss Allowance)	7,387,326	7,029,053	7,408,647	7,900,834	8,873,470	9,344,107	9,652,093	13,048,005	11,070,443	11,638,794	5.18%
Foreclosed & Repossessed Assets	1,258,798	1,116,256	991,995	888,938	848,059	753,514	688,287	533,915	406,517	521,093	-9.33%
Land & Building Assets	18,484,143	19,182,168	20,125,393	21,316,942	22,878,499	24,638,518	26,421,710	28,128,803	29,426,353	30,540,784	5.74%
Other Fixed Assets	3,628,670	3,918,838	4,206,914	4,565,215	4,847,148	5,392,271	6,272,010	6,614,276	6,560,262	8,470,574	9.88%
All Other Assets	28,266,626	31,684,811	32,671,457	38,339,371	42,101,573	43,384,595	51,473,677	66,373,218	68,404,546	68,277,286	10.29%
Total Assets	1,075,343,194	1,136,116,243	1,219,231,145	1,309,086,551	1,395,302,590	1,470,835,926	1,584,726,374	1,865,375,890	2,083,377,464	2,190,185,663	8.22%
LIABILITIES & CAPITAL											
Total Liabilities	40,815,519	50,436,936	60,150,693	63,437,064	72,689,743	75,492,773	71,278,278	66,531,507	66,336,819	128,605,243	13.60%
Regular Shares, Deposits, & Share Drafts	433,793,958	472,179,588	524,871,141	574,155,004	618,662,863	651,257,711	686,000,548	897,713,816	1,063,856,287	1,088,832,501	10.77%
Share Certificates	193,895,523	191,412,534	192,331,567	201,841,353	214,254,166	240,551,175	289,798,996	278,581,412	250,015,318	299,377,955	4.94%
Money Markets and IRAs	294,344,287	299,524,274	311,884,243	331,124,869	340,792,455	342,941,177	359,552,426	429,593,279	495,109,088	481,197,305	5.61%
Total Shares	922,033,767	963,116,396	1,029,086,952	1,107,121,225	1,173,709,483	1,234,750,063	1,335,351,970	1,605,888,507	1,808,980,693	1,869,407,760	8.17%
Total Reserves & Undivided Earnings	112,493,907	122,562,911	129,993,500	138,528,262	148,903,364	160,593,090	178,096,125	192,955,876	208,059,952	192,172,659	6.13%
Total Liabilities & Capital	1,075,343,194	1,136,116,243	1,219,231,145	1,309,086,551	1,395,302,590	1,470,835,926	1,584,726,374	1,865,375,890	2,083,377,464	2,190,185,663	8.22%
INCOME											
Net Loan Interest Income	31,522,011	32,891,767	35,226,856	38,237,175	42,075,841	47,587,685	53,478,657	54,350,897	53,880,685	62,009,319	7.81%
Investment, Trading, & Other Operating Income	11,239,087	11,642,403	12,461,245	13,800,848	15,439,325	17,917,645	19,996,246	20,985,210	22,113,051	24,241,008	8.92%
Fee Income	7,503,380	7,296,658	7,625,847	8,103,232	8,417,462	8,898,416	9,181,085	8,250,195	9,087,990	9,709,642	2.91%
Total Income	50,264,478	51,830,829	55,313,949	60,141,255	65,932,628	74,403,745	82,655,988	83,586,301	85,081,725	95,959,970	7.45%
EXPENSES											
Employee Compensation & Benefits	16,507,265	17,272,084	18,627,239	19,948,749	21,327,948	22,943,533	25,200,947	27,173,225	28,985,636	31,460,680	7.43%
Office Occupancy & Operations	8,409,449	8,926,029	9,386,785	9,938,541	10,453,597	11,322,581	12,151,936	12,857,273	13,726,223	14,704,479	6.41%
All Other Expenses	8,441,676	8,216,624	8,712,439	9,391,786	9,968,038	10,851,595	11,643,699	11,886,160	13,055,678	14,704,099	6.36%
Operating Expense Subtotal	33,358,390	34,414,737	36,726,464	39,279,076	41,749,583	45,117,708	48,996,583	51,916,657	55,767,537	60,869,259	6.91%
Provision For Loan Loss	2,759,292	3,058,319	4,023,719	5,096,023	6,463,704	6,574,884	6,539,647	8,537,125	1,219,388	5,333,025	7.60%
Non-Operating Gain (Loss)	323,538	459,897	366,991	556,490	398,426	293,874	753,608	1,053,488	1,367,033	243,167	-3.12%
Income Before Dividends	14,470,334	14,817,670	14,930,757	16,322,646	18,117,767	23,005,027	27,873,366	24,186,006	29,461,833	30,000,852	8.44%
Cost Of Funds **	6,242,655	5,951,497	6,094,306	6,633,085	7,613,706	9,854,116	13,632,118	12,129,844	8,463,353	10,982,139	6.48%
Net Income	8,227,679	8,866,173	8,836,451	9,689,561	10,504,061	13,150,911	14,241,248	12,056,163	20,998,480	19,018,713	9.76%
TOTAL NUMBER OF CREDIT UNIONS											
# FCUs	4,105	3,928	3,765	3,608	3,499	3,376	3,283	3,185	3,100	2,980	
# SCUs – Federally Insured	2,449	2,345	2,256	2,177	2,074	1,999	1,953	1,914	1,842	1,780	
# SCUs – Cooperatively Insured	133	129	126	124	116	117	113	108	106	103	
Members	97,508,193	100,498,288	103,940,479	108,195,947	112,648,240	117,550,515	121,732,497	125,674,409	130,955,436	136,585,789	
Employees (FTEs)	254,109	260,942	270,911	281,459	292,851	305,312	316,303	318,303	327,518	343,760	
Loan Originations	350,987,807	354,377,121	410,742,739	461,344,761	485,583,531	511,200,731	550,858,913	678,286,300	796,294,065	768,224,876	
Net Charge-Offs / Average Loans	0.56%	0.49%	0.48%	0.55%	0.59%	0.57%	0.56%	0.45%	0.26%	0.34%	
Return On Assets	0.78%	0.80%	0.75%	0.77%	0.78%	0.92%	0.93%	0.70%	1.06%	0.89%	
Capital / Assets	11.2%	11.4%	11.3%	11.2%	11.3%	11.6%	11.9%	11.1%	10.6%	9.5%	

BALANCE SHEET | DATA AS OF 12.31.22

INCOME STATEMENT | DATA THRU 12.31.22

KEY RATIOS

* IN THOUSANDS OF DOLLARS. | ** INCLUDES DIVIDENDS AND INTEREST ON BORROWED FUNDS. | *** COMPOUND ANNUAL GROWTH RATE SINCE 2013
SOURCE: CALLAHAN & ASSOCIATES

THE CONSOLIDATED CREDIT UNION FINANCIAL STATEMENT

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22*

	DEC-21	DEC-22	% CHG		12 MOS. ENDED DEC-21	12 MOS. ENDED DEC-22	% CHG
ASSETS				INCOME			
Cash Balances	257,739,007	131,532,205	-48.97%	Loans	53,934,736	62,066,941	15.08%
Government & Agency Securities	358,788,663	346,136,526	-3.53%	(Less Rebates)	(54,051)	(57,622)	-6.61%
Investments at Other FIs	40,714,588	50,085,048	23.01%	Investments	5,691,365	10,121,874	77.85%
All Other Investments	64,035,535	45,277,900	-29.29%	Fee Income	9,087,990	9,709,642	6.84%
Total Investments	721,277,793	573,031,678	-20.55%	Trading + Other Operating	16,421,686	14,119,134	-14.02%
Real Estate Loans	663,859,119	798,162,944	20.23%	Total Income	85,081,725	95,959,970	12.79%
Auto Loans	408,593,477	490,361,819	20.01%	EXPENSES			
All Other Loans	195,919,838	232,458,279	18.65%	Employee Compensation & Benefits	28,985,636	31,460,680	8.54%
Total Loans	1,268,372,435	1,520,983,042	19.92%	Travel & Conference	276,907	451,056	62.89%
(Loan Loss Allowance)	(11,070,443)	(11,638,794)	-5.13%	Office Occupancy	3,477,419	3,673,029	5.63%
Foreclosed & Repossessed Property	406,517	521,093	28.18%	Office Operations	10,248,804	11,031,450	7.64%
Land & Buildings	29,426,353	30,540,784	3.79%	Education & Promotional	2,102,590	2,363,776	12.42%
Other Fixed Assets	6,560,262	8,470,574	29.12%	Loan Servicing	3,842,887	4,208,164	9.51%
All Other Assets	68,404,546	68,277,286	-0.19%	Professional Services	4,912,805	5,443,788	10.81%
Total Assets	2,083,377,464	2,190,185,663	5.13%	Member Insurance	28,961	29,880	3.17%
LIABILITIES & CAPITAL				Operating Fees	215,295	202,823	-5.79%
Dividends Payable	329,418	440,482	33.72%	Miscellaneous	1,676,232	2,004,613	19.59%
Notes Payable	41,278,391	95,478,613	131.30%	Operating Expense Subtotal	55,767,537	60,869,259	9.15%
Reverse Repurchase Agreements	2,201,258	706,852	-67.89%	Provision for Loan Losses	1,219,388	5,333,025	337.35%
Subordinated Debt (included in Net Worth)	947,520	3,380,683	256.79%	Operating Exp. + Provision for Loan Losses	56,986,925	66,202,284	16.17%
Other Liabilities	21,580,232	28,598,613	32.52%	Non-Operating Gain (Loss)	1,367,033	243,167	-82.21%
Total Liabilities	66,336,819	128,605,243	93.87%	Income Before Dividends	29,461,833	30,000,852	1.83%
Regular Shares & Deposits	691,899,967	702,113,912	1.48%	Interest on Borrowed Funds	871,950	2,105,556	141.48%
Money Market Shares	411,170,088	398,148,384	-3.17%	Dividends	7,591,403	8,876,583	16.93%
Share Drafts	371,956,321	386,718,588	3.97%	Net Income	20,998,480	19,018,713	-9.43%
IRA & KEOGH	83,938,999	83,048,921	-1.06%				
Share Certificates	250,015,318	299,377,955	19.74%				
Total Shares	1,808,980,693	1,869,407,760	3.34%				
Undivided Earnings & Other Reserves	207,493,895	225,593,221	8.72%	Total Number Of Credit Unions	5,048	4,863	% Chg
FASB 115 Valuation Reserves	(5,157,459)	(40,095,097)	-677.42%	# of FCUs	3,100	2,980	-3.87%
Equity Acquired in Merger	5,723,516	6,674,535	16.62%	# of SCUs – Federally Insured	1,842	1,780	-3.37%
Total Reserves & Undivided Earnings	208,059,952	192,172,659	-7.64%	# of SCUs – Cooperatively Insured	106	103	-2.83%
Total Liabilities & Capital	2,083,377,464	2,190,185,663	5.13%	Members	130,955,436	136,585,789	4.30%
				FTE Employees	327,518	343,760	4.96%
				Average Loan Balance	16,013	17,037	6.39%
				Average Share Balance	13,728	13,530	-1.44%

* IN THOUSANDS OF DOLLARS.

LARGEST 200 CREDIT UNIONS BY ASSETS

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Total Assets	Asset Growth	Members	Member Growth	Branches	FTEs
1	Navy	VA	\$156,645,098,590	2.1%	12,322,979	10.7%	358	22,499
2	State Employees'	NC	\$50,970,401,964	-1.3%	2,705,239	2.5%	274	7,884
3	Pentagon	VA	\$35,526,359,912	9.2%	2,848,505	11.5%	48	3,427
4	BEUCU	WA	\$28,780,643,575	-4.6%	1,388,742	3.6%	60	2,742
5	SchoolsFirst	CA	\$28,163,825,263	4.4%	1,276,035	6.3%	70	2,688
6	Alliant	IL	\$18,739,008,483	23.7%	760,349	17.7%	1	826
7	Golden 1	CA	\$18,481,868,090	0.8%	1,090,381	-0.7%	65	2,006
8	America First	UT	\$17,379,009,883	3.3%	1,312,770	5.4%	120	3,119
9	First Tech	CA	\$16,706,914,196	11.9%	649,749	-1.2%	37	1,689
10	Suncoast	FL	\$16,217,374,489	9.0%	1,105,101	10.1%	75	2,346
11	Randolph-Brooks	TX	\$15,997,837,176	8.3%	1,099,216	7.8%	63	2,360
12	Mountain America	UT	\$15,840,363,210	13.0%	1,120,990	8.5%	100	2,903
13	VyStar	FL	\$13,659,562,634	17.2%	866,032	7.4%	89	2,227
14	Security Service	TX	\$12,761,581,637	21.7%	796,619	-0.3%	68	2,024
15	Bethpage	NY	\$11,943,023,053	4.1%	441,964	2.1%	33	732
16	Lake Michigan	MI	\$11,908,096,305	2.0%	459,516	6.4%	67	1,574
17	Alaska USA	AK	\$11,844,793,404	10.5%	761,753	7.1%	79	2,212
18	GreenState	IA	\$11,355,212,032	26.0%	411,891	21.8%	35	884
19	Digital	MA	\$11,281,242,892	14.1%	1,042,420	6.5%	23	1,775
20	San Diego County	CA	\$11,238,527,302	3.9%	437,349	2.3%	43	929
21	Star One	CA	\$10,762,461,158	-2.8%	121,849	4.4%	6	253
22	Ent	CO	\$9,803,426,888	12.0%	501,424	11.6%	52	1,575
23	Idaho Central	ID	\$9,744,390,843	16.8%	547,697	11.9%	47	1,661
24	Logix	CA	\$9,600,366,687	8.9%	237,710	6.7%	18	835
25	Teachers	NY	\$9,280,217,762	5.4%	443,434	16.7%	34	893
26	Delta Community	GA	\$9,251,719,037	2.5%	480,351	4.5%	32	1,269
27	ESL	NY	\$9,158,466,173	-0.4%	411,940	2.6%	23	861
28	Patelco	CA	\$9,097,265,824	0.5%	462,878	6.6%	37	821
29	OnPoint Community	OR	\$8,925,586,538	-1.3%	503,078	8.2%	55	1,014
30	American Airlines	TX	\$8,876,888,080	-3.6%	336,588	5.1%	45	733
31	Space Coast	FL	\$8,543,983,796	26.7%	591,686	11.8%	66	1,008
32	Wings Financial	MN	\$8,422,113,483	7.3%	349,300	6.0%	33	672
33	Desert Financial	AZ	\$8,192,281,897	-0.2%	425,143	9.9%	47	1,201
34	Pennsylvania State Employees	PA	\$8,070,968,036	-1.4%	561,376	9.4%	25	825
35	Police And Fire	PA	\$8,069,892,150	7.2%	432,143	5.6%	17	867
36	Broadview	NY	\$7,999,107,981	46.9%	499,125	36.8%	65	1,435
37	United Nations	NY	\$7,971,719,281	5.7%	203,943	14.2%	3	706
38	Wright-Patt	OH	\$7,794,453,248	9.3%	475,753	5.9%	33	1,287
39	CEFCU	IL	\$7,677,654,512	-0.5%	381,490	3.1%	34	987
40	Redstone	AL	\$7,599,949,190	2.6%	741,988	11.8%	38	1,266
41	Redwood	CA	\$7,527,852,676	1.3%	337,825	6.9%	20	784
42	Eastman	TN	\$7,481,805,455	5.0%	304,455	7.3%	30	985
43	Bellco	CO	\$7,362,214,487	19.5%	358,122	2.2%	29	337
44	Michigan State University	MI	\$7,276,719,270	8.3%	338,733	5.4%	23	1,182
45	Members 1st	PA	\$6,987,615,429	10.1%	541,734	8.3%	61	1,174
46	Veridian	IA	\$6,896,511,342	17.7%	314,394	13.3%	31	966
47	Hudson Valley	NY	\$6,691,880,297	3.5%	339,635	6.7%	22	825
48	Kinecta	CA	\$6,668,164,635	0.9%	270,086	-9.8%	31	826
49	MidFlorida	FL	\$6,612,347,990	9.3%	460,243	9.3%	62	1,213
50	Bank-Fund Staff	DC	\$6,461,797,524	-1.3%	93,819	4.5%	4	337
ALL U.S. AVERAGES			\$450,377,475	9.1%	28,087	8.3%	4	71

CONTINUED: LARGEST 200 CREDIT UNIONS BY ASSETS

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Total Assets	Asset Growth	Members	Member Growth	Branches	FTEs
51	Summit	WI	\$6,224,510,320	28.9%	240,482	7.6%	53	819
52	Landmark	WI	\$6,153,508,927	5.2%	378,312	3.7%	36	958
53	Tinker	OK	\$6,032,105,145	2.0%	452,238	3.1%	34	821
54	DFCU Financial	MI	\$6,002,039,025	-7.0%	232,449	0.0%	35	456
55	BCU	IL	\$5,751,484,148	13.4%	341,314	9.8%	55	863
56	Mission	CA	\$5,715,865,173	8.1%	289,676	5.0%	34	640
57	Wescom	CA	\$5,648,909,213	9.3%	218,218	6.1%	24	856
58	STCU	WA	\$5,625,825,339	13.7%	266,333	8.1%	39	905
59	Gesa	WA	\$5,594,015,267	12.2%	285,115	5.4%	32	730
60	Citadel	PA	\$5,583,889,072	20.1%	251,629	6.4%	24	534
61	Visions	NY	\$5,548,910,678	-1.3%	246,409	7.2%	57	778
62	SECU of Maryland	MD	\$5,264,689,478	10.2%	246,424	-0.4%	25	383
63	Connexus	WI	\$5,264,106,222	35.5%	411,816	5.8%	15	689
64	State Farm	IL	\$5,261,507,474	-5.9%	121,085	0.3%	1	135
65	Service	NH	\$5,172,623,123	-0.4%	342,350	2.0%	52	888
66	Community First	WI	\$5,156,851,836	4.7%	152,852	2.6%	29	541
67	University Of Wisconsin	WI	\$5,145,209,271	6.4%	328,657	5.9%	34	852
68	Virginia	VA	\$5,086,460,688	1.9%	318,946	2.6%	20	749
69	Langley	VA	\$5,060,479,028	20.6%	351,896	9.6%	23	695
70	Washington State Employees	WA	\$4,932,136,053	6.4%	297,253	5.2%	22	745
71	Teachers	IN	\$4,872,637,267	8.3%	307,313	0.7%	54	748
72	Chevron	CA	\$4,855,113,673	8.7%	131,118	7.3%	20	342
73	Georgia's Own	GA	\$4,739,869,222	38.6%	243,387	16.6%	33	664
74	TDECU	TX	\$4,702,384,754	3.5%	382,376	4.5%	37	959
75	CommunityAmerica	KS	\$4,700,520,278	5.9%	291,482	7.2%	29	1,008
76	Travis	CA	\$4,698,766,675	0.1%	242,187	7.8%	25	624
77	General Electric	OH	\$4,684,874,865	20.1%	253,859	12.0%	11	507
78	TruStone Financial	MN	\$4,614,668,122	16.0%	209,060	5.2%	22	522
79	Coastal	NC	\$4,597,784,870	-0.6%	323,493	7.8%	25	626
80	Educational Employees	CA	\$4,593,284,886	-1.9%	351,440	4.4%	21	536
81	California	CA	\$4,558,552,820	6.2%	169,423	2.7%	24	516
82	Royal	WI	\$4,552,578,835	12.5%	288,306	14.8%	56	820
83	Technology	CA	\$4,544,569,780	10.2%	168,305	8.0%	10	320
84	SAFE	CA	\$4,524,307,179	1.5%	243,498	0.4%	20	784
85	American Heritage	PA	\$4,485,713,703	13.2%	279,991	13.3%	36	637
86	Affinity	NJ	\$4,476,539,169	19.1%	229,030	13.3%	22	500
87	Genisys	MI	\$4,469,836,608	10.9%	257,736	3.3%	33	495
88	NASA	MD	\$4,464,685,756	22.4%	221,588	8.2%	14	362
89	Fairwinds	FL	\$4,460,813,072	10.3%	223,680	6.1%	33	571
90	Robins Financial	GA	\$4,329,298,307	11.6%	261,160	8.9%	26	539
91	Canvas	CO	\$4,272,444,158	18.6%	297,897	10.7%	33	730
92	Jovia Financial	NY	\$4,230,637,611	6.8%	208,789	1.1%	21	488
93	GECU	TX	\$4,220,529,282	12.7%	421,852	3.0%	30	957
94	Municipal	NY	\$4,219,232,389	0.9%	596,469	1.7%	16	498
95	Valley Strong	CA	\$4,187,947,178	21.3%	293,738	18.4%	31	625
96	Keesler	MS	\$4,186,101,632	-3.1%	306,033	6.4%	39	770
97	Apple	VA	\$4,163,200,841	7.0%	233,253	-3.2%	21	505
98	Truliant	NC	\$4,131,234,010	9.3%	301,908	5.5%	40	933
99	Northwest	VA	\$4,112,771,014	-5.5%	275,563	6.9%	10	579
100	Rally	TX	\$4,104,675,189	1.6%	218,798	4.9%	20	681
ALL U.S. AVERAGES			\$450,377,475	9.1%	28,087	8.3%	4	71

CONTINUED: LARGEST 200 CREDIT UNIONS BY ASSETS

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Total Assets	Asset Growth	Members	Member Growth	Branches	FTEs
101	Tower	MD	\$4,087,397,470	0.5%	217,061	6.6%	17	561
102	UNIFY Financial	TX	\$4,087,104,311	13.8%	298,750	11.4%	46	546
103	Affinity Plus	MN	\$4,078,224,802	8.9%	247,446	7.3%	28	590
104	Nusenda	NM	\$4,057,057,090	8.3%	251,534	6.3%	20	691
105	Founders	SC	\$4,022,205,874	11.8%	251,066	8.8%	38	772
106	Stanford	CA	\$4,004,481,282	3.8%	85,983	7.4%	6	231
107	University	TX	\$4,002,150,278	1.3%	360,125	4.0%	26	780
108	United	MI	\$3,908,828,216	1.2%	200,627	5.1%	53	800
109	Ascend	TN	\$3,874,613,754	3.6%	255,805	6.3%	27	616
110	First Community	MO	\$3,868,571,360	1.0%	381,327	7.1%	42	597
111	Local Government	NC	\$3,862,063,192	17.7%	399,268	3.3%	1	211
112	Knoxville TVA Employees	TN	\$3,843,283,171	12.1%	263,254	6.6%	24	568
113	Numerica	WA	\$3,779,392,528	9.3%	171,803	2.5%	23	662
114	Premier America	CA	\$3,773,165,112	10.8%	116,891	3.8%	22	397
115	Credit Human	TX	\$3,601,622,630	-1.5%	229,712	-2.3%	24	787
116	Provident	CA	\$3,510,687,147	-0.7%	134,370	1.8%	23	350
117	Grow Financial	FL	\$3,490,308,325	5.1%	255,412	15.4%	26	568
118	California Coast	CA	\$3,475,789,984	0.0%	200,302	3.8%	26	539
119	Sandia Laboratory	NM	\$3,462,666,032	-4.5%	137,015	2.9%	11	430
120	Oregon Community	OR	\$3,461,025,752	22.5%	260,993	14.5%	12	600
121	Liberty	IN	\$3,450,913,214	22.1%	274,334	5.2%	30	776
122	EECU	TX	\$3,447,892,476	3.0%	267,094	5.2%	17	388
123	Navigant	RI	\$3,424,195,437	11.1%	136,442	10.8%	24	362
124	APCO Employees	AL	\$3,420,389,537	-7.1%	73,080	1.3%	20	128
125	Michigan Schools and Government	MI	\$3,328,841,000	8.7%	142,842	4.4%	22	400
126	Elevations	CO	\$3,296,045,309	1.6%	176,299	0.7%	15	592
127	OneAZ	AZ	\$3,270,649,003	7.5%	171,746	7.7%	21	493
128	Empower	NY	\$3,193,673,255	8.7%	250,150	5.5%	28	624
129	Arizona Financial	AZ	\$3,171,193,266	14.1%	158,804	9.3%	20	601
130	Metro	MA	\$3,156,507,564	25.7%	199,399	7.1%	19	298
131	Coastal1	RI	\$3,133,086,945	10.3%	132,928	4.1%	19	302
132	ORNL	TN	\$3,132,447,235	2.2%	189,843	2.2%	28	469
133	Educators	WI	\$3,121,954,196	2.1%	223,639	3.5%	25	559
134	Consumers	IL	\$3,048,444,854	3.5%	201,861	5.7%	16	471
135	Campus USA	FL	\$3,029,797,470	12.5%	147,150	8.5%	19	415
136	Dupaco Community	IA	\$3,010,409,524	11.6%	155,796	9.2%	24	666
137	Nuvision	CA	\$2,966,360,634	5.4%	155,889	-0.2%	26	519
138	CoVantage	WI	\$2,963,887,227	12.5%	151,494	7.3%	24	425
139	Rogue	OR	\$2,958,045,660	0.4%	202,227	9.5%	26	619
140	TruMark Financial	PA	\$2,953,549,167	6.6%	137,644	4.7%	25	374
141	Indiana Members	IN	\$2,918,005,380	-2.3%	155,902	4.7%	31	379
142	Advia	MI	\$2,892,338,087	7.3%	197,608	4.7%	28	501
143	Eglin	FL	\$2,890,433,905	4.0%	123,305	0.8%	10	392
144	GTE Financial	FL	\$2,885,582,748	3.1%	231,992	0.9%	23	512
145	Goldenwest	UT	\$2,774,808,480	10.7%	173,855	7.7%	46	603
146	Addition Financial	FL	\$2,760,074,570	5.9%	168,043	3.6%	26	584
147	Utah Community	UT	\$2,751,663,181	12.1%	231,894	4.7%	21	528
148	Rockland	MA	\$2,746,666,449	7.6%	188,741	-3.9%	8	194
149	State Department	VA	\$2,739,270,563	4.3%	90,400	-0.8%	6	196
150	A+	TX	\$2,725,397,974	12.8%	194,192	7.6%	22	511
ALL U.S. AVERAGES			\$450,377,475	9.1%	28,087	8.3%	4	71

CONTINUED: LARGEST 200 CREDIT UNIONS BY ASSETS

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Total Assets	Asset Growth	Members	Member Growth	Branches	FTEs
151	USAlliance Financial	NY	\$2,703,474,557	21.2%	146,294	9.5%	8	250
152	Sound	WA	\$2,699,118,792	5.9%	163,720	7.7%	27	396
153	AmeriCU	NY	\$2,696,101,552	6.1%	157,581	2.0%	19	400
154	Fox Communities	WI	\$2,693,981,814	9.8%	123,655	8.2%	23	433
155	TTCU	OK	\$2,684,022,062	2.8%	152,392	5.3%	21	473
156	Vantage West	AZ	\$2,676,136,267	5.5%	174,553	3.7%	20	525
157	Achieva	FL	\$2,666,717,333	7.3%	179,227	10.8%	29	435
158	Workers	MA	\$2,655,284,061	12.4%	122,780	6.8%	17	368
159	Chartway	VA	\$2,622,525,974	3.5%	206,468	8.7%	39	531
160	All In	AL	\$2,613,204,781	22.4%	161,730	11.2%	32	385
161	Lake Trust	MI	\$2,583,730,926	3.1%	181,949	2.6%	23	464
162	CU of Southern California	CA	\$2,582,085,802	14.9%	146,990	12.9%	22	354
163	South Carolina	SC	\$2,561,192,985	5.5%	174,919	5.5%	33	532
164	Altra	WI	\$2,555,529,992	16.7%	136,858	8.6%	17	468
165	Selco Community	OR	\$2,551,964,429	-0.2%	151,614	5.7%	15	426
166	Polish & Slavic	NY	\$2,550,210,682	-2.3%	112,675	3.9%	21	359
167	Community First CU of Florida	FL	\$2,539,856,573	4.5%	168,027	6.1%	19	383
168	Atlanta Postal	GA	\$2,508,761,304	-2.2%	104,551	2.1%	16	313
169	American Eagle Financial	CT	\$2,508,286,522	6.5%	176,804	5.5%	16	335
170	WECU	WA	\$2,507,427,609	0.7%	149,023	12.2%	10	399
171	Andrews	MD	\$2,502,080,947	9.4%	134,680	3.3%	15	306
172	Orange County's	CA	\$2,496,034,278	5.6%	128,434	4.4%	10	324
173	Partners	CA	\$2,487,921,287	0.0%	172,020	2.8%	13	399
174	Wellby Financial	TX	\$2,487,828,400	-5.2%	126,912	-12.2%	22	345
175	Tennessee Valley	TN	\$2,487,336,310	7.2%	174,674	4.6%	24	465
176	Connecticut State Employees	CT	\$2,477,597,589	-0.2%	66,403	0.5%	7	67
177	Altura	CA	\$2,461,240,542	6.0%	175,295	7.5%	21	422
178	Austin Telco	TX	\$2,450,424,089	3.4%	90,880	0.0%	24	219
179	Together	MO	\$2,446,950,080	5.9%	139,863	3.2%	26	429
180	Arrowhead	CA	\$2,418,300,884	7.9%	188,063	6.7%	20	441
181	Credit Union of Texas	TX	\$2,413,243,291	36.3%	158,118	7.3%	20	507
182	Pen Air	FL	\$2,369,078,373	2.0%	121,794	2.8%	12	329
183	America's First	AL	\$2,349,847,878	6.4%	196,045	4.5%	21	407
184	Credit Union Of Colorado	CO	\$2,344,123,013	1.0%	156,611	6.0%	18	376
185	Hapo Community	WA	\$2,335,412,554	3.5%	205,312	3.2%	20	480
186	Hawaii State	HI	\$2,327,024,848	1.3%	124,467	4.0%	15	384
187	Capital	WI	\$2,318,948,596	5.0%	119,120	2.3%	24	443
188	Columbia	WA	\$2,296,501,925	-1.2%	109,668	6.0%	15	313
189	Elements Financial	IN	\$2,289,588,786	10.4%	101,525	-15.8%	5	200
190	BayPort	VA	\$2,286,817,395	0.4%	150,834	2.2%	28	452
191	Financial Partners	CA	\$2,285,374,736	19.4%	88,201	2.5%	15	298
192	Merck Employees	NJ	\$2,280,670,580	-4.9%	25,046	0.3%	4	24
193	HawaiiUSA	HI	\$2,279,300,599	-1.7%	131,465	-1.3%	15	379
194	Kitsap	WA	\$2,255,382,713	11.3%	153,739	24.4%	14	282
195	TwinStar	WA	\$2,252,073,288	3.7%	144,254	4.2%	22	445
196	Meriwest	CA	\$2,248,988,827	10.1%	81,304	-11.0%	11	230
197	Corning	NY	\$2,247,746,205	5.2%	155,169	10.4%	22	392
198	3Rivers	IN	\$2,236,752,929	16.4%	116,579	7.7%	23	450
199	First Community	TX	\$2,224,499,367	13.2%	152,145	6.5%	20	358
200	Westerra	CO	\$2,204,895,683	11.9%	116,126	4.0%	9	319
ALL U.S. AVERAGES			\$450,377,475	9.1%	28,087	8.3%	4	71

TOP 50 CREDIT UNIONS IN RESIDENTIAL MORTGAGE ORIGINATION CONCENTRATION

FOR U.S. CREDIT UNIONS >\$100M IN ASSETS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Residential 1st Mortgage Originations / Total Originations	Total Residential 1st Mortgages Originated	1st Mortgages Sold to Secondary Market YTD	% of Mortgage Originations Sold to Secondary Market	1st Mortgages Outstanding	Total Assets
1	Sterling	CO	97.3%	\$46,520,277	\$0	0.0%	\$22,209,864	\$211,259,440
2	Cleveland Selfreliance	OH	86.7%	\$2,563,000	\$0	0.0%	\$17,257,385	\$100,679,329
3	Hawaiian Financial	HI	84.2%	\$267,464,666	\$29,345,300	11.0%	\$465,943,802	\$943,094,886
4	Elevations	CO	83.8%	\$1,193,633,385	\$617,119,597	51.7%	\$1,610,521,658	\$3,296,045,309
5	Suma Yonkers	NY	83.3%	\$53,215,800	\$0	0.0%	\$195,091,212	\$424,382,415
6	United Nations	NY	81.4%	\$1,280,381,791	\$12,836,796	1.0%	\$4,170,706,286	\$7,971,719,281
7	Boulder Dam	NV	80.6%	\$76,495,583	\$0	0.0%	\$189,488,060	\$835,534,138
8	First Financial	IL	79.7%	\$82,985,552	\$6,017,319	7.3%	\$91,720,606	\$180,261,923
9	People's	RI	77.4%	\$107,282,404	\$0	0.0%	\$359,579,857	\$687,852,950
10	Aspire Community	ND	76.7%	\$32,934,482	\$0	0.0%	\$103,551,982	\$165,055,138
11	Holyoke	MA	75.1%	\$30,604,236	\$11,822,172	38.6%	\$44,178,173	\$254,407,631
12	Naveo	MA	74.9%	\$28,583,305	\$0	0.0%	\$54,396,380	\$168,948,495
13	Advanced Financial	NJ	74.8%	\$16,140,423	\$368,000	2.3%	\$24,997,145	\$108,297,364
14	Merck Employees	NJ	73.9%	\$45,475,926	\$0	0.0%	\$175,705,619	\$2,280,670,580
15	Linn Area	IA	73.2%	\$41,781,699	\$4,557,139	10.9%	\$199,976,805	\$621,152,025
16	St. Francis X	MI	72.2%	\$38,285,747	\$0	0.0%	\$103,651,786	\$229,602,378
17	Firefighters	WI	71.8%	\$44,931,096	\$23,521,118	52.4%	\$52,604,659	\$113,613,482
18	First Harvest	NJ	71.4%	\$55,417,212	\$600,812	1.1%	\$164,254,744	\$473,779,731
19	River Works	MA	71.4%	\$32,652,900	\$4,766,500	14.6%	\$57,608,781	\$112,620,065
20	Workmen's Circle Inc.	GA	70.9%	\$26,106,236	\$604,000	2.3%	\$50,532,610	\$110,795,129
21	Lenco	MI	70.8%	\$21,906,708	\$0	0.0%	\$36,721,137	\$122,657,948
22	New England	VT	70.2%	\$479,736,761	\$133,843,030	27.9%	\$1,173,279,188	\$1,952,542,234
23	ACTORS	NY	70.1%	\$65,000,840	\$0	0.0%	\$132,593,478	\$293,273,941
24	PAHO-WHO	DC	69.1%	\$20,225,239	\$0	0.0%	\$134,954,953	\$287,947,133
25	Long Beach Firemen's	CA	68.3%	\$36,175,005	\$0	0.0%	\$113,992,696	\$229,779,468
26	Ridgedale	NJ	68.3%	\$9,943,610	\$0	0.0%	\$15,888,088	\$123,388,130
27	Provident	CA	67.9%	\$489,478,272	\$64,694,843	13.2%	\$1,389,777,293	\$3,510,687,147
28	Brotherhood	MA	67.9%	\$21,491,915	\$0	0.0%	\$52,486,717	\$120,701,668
29	Pittsford	NY	67.8%	\$79,117,376	\$4,111,782	5.2%	\$309,746,815	\$551,379,961
30	Amplify	TX	67.7%	\$729,169,341	\$61,279,577	8.4%	\$742,389,287	\$1,525,654,462
31	Luso	MA	67.4%	\$28,354,024	\$108,295	0.4%	\$173,963,888	\$248,629,074
32	Jeanne D'Arc	MA	67.1%	\$491,757,541	\$11,187,417	2.3%	\$1,094,835,729	\$2,051,656,995
33	MIT	MA	65.7%	\$119,352,523	\$0	0.0%	\$443,206,905	\$732,193,717
34	Emporia State	KS	65.6%	\$19,165,305	\$6,854,300	35.8%	\$53,036,345	\$133,500,390
35	North Bay	CA	65.2%	\$14,984,359	\$0	0.0%	\$62,383,889	\$112,535,700
36	Self-Help	NC	65.1%	\$122,484,402	\$0	0.0%	\$1,226,852,336	\$2,097,037,664
37	Lufthansa Employees	NY	64.6%	\$1,310,000	\$0	0.0%	\$4,121,856	\$102,912,653
38	Whitefish	MT	64.5%	\$278,823,145	\$0	0.0%	\$843,647,547	\$2,160,588,695
39	Polish-American	MI	64.3%	\$16,735,344	\$0	0.0%	\$67,259,497	\$172,442,093
40	American Broadcast Emp.	NY	63.9%	\$11,173,158	\$386,400	3.5%	\$37,777,019	\$129,684,055
41	FRB	DC	63.9%	\$16,380,000	\$0	0.0%	\$70,120,871	\$128,330,555
42	NCPD	NY	63.9%	\$39,547,491	\$0	0.0%	\$203,337,130	\$869,035,995
43	ACIPCO	AL	63.8%	\$30,327,426	\$0	0.0%	\$94,121,620	\$193,294,764
44	Knoxville Teachers	TN	63.1%	\$53,334,460	\$0	0.0%	\$130,277,883	\$256,791,147
45	NOVA UA	NJ	62.1%	\$11,141,144	\$0	0.0%	\$61,852,927	\$136,084,796
46	Lake Michigan	MI	61.7%	\$3,494,126,037	\$1,254,739,578	35.9%	\$6,346,811,108	\$11,908,096,305
47	Connecticut State Employees	CT	61.6%	\$69,125,300	\$0	0.0%	\$319,687,451	\$2,477,597,589
48	Marshall Community	MI	61.5%	\$63,380,863	\$12,195,476	19.2%	\$122,255,300	\$306,519,256
49	PCM	WI	61.0%	\$71,165,369	\$782,725	1.1%	\$221,438,268	\$393,134,165
50	IDB Global	DC	60.8%	\$113,538,534	\$0	0.0%	\$479,112,136	\$757,559,822
U.S. AVERAGE			24.1%	\$38,054,007	\$7,996,549	21.0%	\$114,932,289	\$450,377,475

TOP 50 CREDIT UNIONS IN AUTO LOAN CONCENTRATION

FOR U.S. CREDIT UNIONS >\$100M IN ASSETS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Auto Loan Concentration*	Auto Loan Penetration	Average Auto Loan Balance	Ratio of New to Used Autos	\$ Total Auto Loans	Total Assets
1	Citizens	TX	95.8%	32.4%	\$31,970	44 / 56	\$93,063,767	\$191,856,855
2	Cal-Com	TX	92.9%	24.5%	\$25,046	57 / 43	\$100,084,203	\$181,592,627
3	Citizens Community	IA	92.0%	99.9%	\$11,753	7 / 93	\$170,443,588	\$235,907,734
4	NAE	VA	91.9%	33.0%	\$19,671	26 / 74	\$86,963,676	\$134,815,315
5	Lormet Community	OH	91.6%	37.9%	\$16,896	44 / 56	\$130,369,226	\$242,285,300
6	Credit Union of Dodge City	KS	89.7%	24.7%	\$17,061	27 / 73	\$48,641,193	\$109,767,764
7	Golden Plains	KS	88.8%	42.1%	\$20,741	17 / 83	\$759,611,815	\$942,797,666
8	United Local	CA	85.5%	30.5%	\$27,268	54 / 46	\$74,251,200	\$133,392,698
9	Scenic Community	TN	83.8%	34.9%	\$18,225	25 / 75	\$88,116,297	\$149,457,881
10	Genco	TX	83.2%	22.6%	\$20,897	31 / 69	\$192,854,378	\$421,881,094
11	Pikes Peak	CO	82.3%	34.7%	\$19,534	2 / 98	\$70,204,839	\$117,460,750
12	CommunityWide	IN	81.9%	56.7%	\$14,308	6 / 94	\$529,575,438	\$735,740,220
13	Jackson Area	MS	81.1%	15.5%	\$15,255	14 / 86	\$33,712,740	\$114,697,961
14	Jackson River Community	VA	80.9%	24.8%	\$20,464	22 / 78	\$35,259,845	\$107,256,524
15	Telco Triad Community	IA	80.7%	36.9%	\$16,545	21 / 79	\$92,620,108	\$134,110,663
16	Kerr County	TX	80.6%	32.0%	\$20,461	25 / 75	\$84,525,992	\$140,403,215
17	Santa Fe	TX	80.4%	33.7%	\$22,788	39 / 61	\$83,041,059	\$169,557,390
18	Endurance	OK	80.4%	28.2%	\$20,775	37 / 63	\$90,350,396	\$189,838,825
19	Members	TX	80.3%	26.2%	\$22,647	7 / 93	\$48,803,758	\$108,781,057
20	First Imperial	CA	80.2%	19.8%	\$24,380	27 / 73	\$102,589,968	\$184,097,390
20	Siskiyou	CA	80.1%	33.8%	\$20,576	39 / 61	\$64,875,288	\$120,249,330
22	Hughes	AZ	80.0%	41.4%	\$19,189	9 / 91	\$1,428,633,036	\$1,893,959,185
23	Plus4	TX	78.8%	14.6%	\$23,939	24 / 76	\$113,564,833	\$196,997,213
24	Salem VA Medical Center	VA	78.7%	23.6%	\$22,333	60 / 40	\$44,330,772	\$100,547,862
25	Safe 1	CA	78.5%	32.3%	\$21,162	36 / 64	\$540,826,283	\$893,921,948
26	Georgia Heritage	GA	78.5%	23.8%	\$21,377	33 / 67	\$68,299,974	\$134,930,783
27	Lowland	TN	78.4%	34.3%	\$18,037	28 / 72	\$69,405,257	\$136,475,491
28	Mobile Educators	AL	78.1%	6.5%	\$20,449	45 / 55	\$11,921,906	\$110,433,263
29	First American	AZ	77.7%	13.9%	\$29,793	48 / 52	\$54,491,663	\$109,153,032
30	Muskogee	OK	77.6%	21.6%	\$15,830	27 / 73	\$28,937,914	\$102,273,503
31	URW Community	VA	77.5%	27.2%	\$14,920	23 / 77	\$135,232,260	\$227,296,557
32	Oklahoma	OK	77.4%	38.7%	\$22,434	36 / 64	\$94,492,944	\$178,949,284
33	Texoma Educators	TX	77.2%	19.1%	\$22,599	71 / 29	\$35,027,800	\$134,258,462
34	Mid American	KS	76.7%	36.4%	\$17,428	25 / 75	\$280,694,311	\$410,860,039
35	Rio Grande Valley	TX	76.6%	17.1%	\$22,926	38 / 62	\$68,435,039	\$155,717,323
36	Telcomm	MO	76.6%	34.7%	\$18,035	27 / 73	\$149,151,042	\$273,963,241
37	Chemcel	TX	76.5%	27.4%	\$28,545	42 / 58	\$73,960,221	\$153,197,845
38	Kings	CA	76.4%	34.5%	\$20,408	71 / 29	\$67,162,512	\$148,239,906
39	The People's	TX	76.3%	28.1%	\$16,877	24 / 76	\$112,370,026	\$220,337,439
40	USSCO Johnstown	PA	76.2%	25.3%	\$17,409	39 / 61	\$62,271,334	\$163,062,531
41	Alltru	MO	76.2%	28.0%	\$18,849	29 / 71	\$202,528,043	\$335,361,887
42	Central State	CA	76.1%	17.2%	\$20,032	38 / 62	\$57,230,518	\$239,083,703
43	Merco	CA	75.7%	30.5%	\$19,731	18 / 82	\$77,718,620	\$174,840,743
44	United Community	PA	75.0%	22.5%	\$16,106	46 / 54	\$35,997,903	\$130,502,778
45	Coastlife	TX	74.9%	25.6%	\$26,928	42 / 58	\$256,789,047	\$490,166,618
46	Service First	SD	74.9%	30.3%	\$19,273	28 / 72	\$106,638,491	\$214,768,138
47	One Source	TX	74.8%	26.7%	\$16,929	17 / 83	\$44,929,897	\$122,353,432
48	Security First	TX	74.5%	19.6%	\$31,833	60 / 40	\$250,268,339	\$461,593,224
49	Southern Lakes	WI	74.1%	29.2%	\$16,617	17 / 83	\$48,022,599	\$118,091,803
50	Campco	WY	73.8%	70.3%	\$8,263	15 / 85	\$104,234,518	\$190,957,545
U.S. AVERAGE			32.2%	27.6%	\$13,001	36 / 64	\$100,835,250	\$450,377,475

*EXCLUDING CREDIT UNIONS WITH A LARGE CONCENTRATION OF AUTO LOAN PARTICIPATIONS

TOP 50 CREDIT UNIONS IN CREDIT CARD CONCENTRATION

FOR U.S. CREDIT UNIONS >\$100M IN ASSETS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Credit Card Concentration	Credit Card Penetration	Average CC Balance	Total Credit Card Loans	Total Assets
1	Navy	VA	23.7%	33.6%	\$6,270	\$25,973,721,830	\$156,645,098,590
2	First Financial	CA	22.9%	58.1%	\$4,390	\$88,198,517	\$778,878,694
3	American 1	MI	22.0%	39.0%	\$3,696	\$89,727,937	\$586,031,143
4	CSE	OH	16.9%	36.4%	\$2,283	\$39,927,919	\$377,009,571
5	Lehigh Valley Educators	PA	16.7%	24.9%	\$4,799	\$18,666,990	\$400,824,454
6	SMW 104	CA	16.0%	29.3%	\$3,073	\$8,251,737	\$107,234,617
7	Credit Union Of Ohio	OH	14.2%	23.6%	\$2,130	\$11,576,580	\$216,075,500
8	Pennsylvania State Employees	PA	13.2%	27.8%	\$5,196	\$809,387,105	\$8,070,968,036
9	Qualstar	WA	13.1%	18.5%	\$4,400	\$56,731,204	\$773,091,181
10	University Of Illinois Community	IL	12.4%	38.6%	\$2,615	\$57,572,645	\$590,567,781
11	MTC	SC	12.4%	41.8%	\$2,524	\$17,922,016	\$255,161,642
12	Liberty Savings	NJ	12.3%	26.1%	\$1,613	\$8,156,873	\$129,177,794
13	SC State	SC	12.0%	31.5%	\$3,035	\$81,702,500	\$1,300,320,675
14	Parkside	MI	11.8%	28.5%	\$2,807	\$10,925,190	\$159,505,504
15	Extra	MI	11.7%	28.6%	\$3,427	\$18,547,033	\$314,332,667
16	Oswego County	NY	11.7%	38.0%	\$2,250	\$10,833,046	\$129,324,774
17	Arkansas Best	AR	11.5%	21.9%	\$2,770	\$7,801,960	\$149,165,408
18	Heart of Louisiana	LA	11.5%	16.0%	\$2,616	\$7,041,015	\$141,428,740
19	Achieve	OH	11.1%	42.6%	\$1,451	\$7,205,522	\$176,041,720
20	Heritage Valley	PA	10.7%	14.4%	\$3,010	\$5,655,431	\$112,082,543
21	Members First CU Of Florida	FL	10.7%	21.8%	\$3,321	\$14,704,627	\$296,738,500
22	Redstone	AL	10.6%	21.9%	\$2,296	\$373,070,133	\$7,599,949,190
23	Cabrillo	CA	10.5%	32.2%	\$2,989	\$23,587,562	\$404,914,152
24	Madison County	IN	10.5%	22.6%	\$3,035	\$6,170,922	\$111,253,600
25	University of Nebraska	NE	10.3%	21.3%	\$2,397	\$5,723,445	\$140,959,923
26	Virginia	VA	10.2%	25.6%	\$4,076	\$332,484,471	\$5,086,460,688
27	Earthmover	IL	10.2%	44.4%	\$1,780	\$23,196,715	\$376,266,638
28	Calcite	MI	10.1%	23.7%	\$2,510	\$5,687,904	\$126,826,466
29	Omni Community	MI	10.1%	21.5%	\$2,941	\$28,630,741	\$598,922,059
30	Beach Municipal	VA	9.9%	33.8%	\$2,362	\$7,368,844	\$168,069,802
31	Tucoemas	CA	9.7%	25.8%	\$1,737	\$12,945,194	\$313,026,772
32	SkyPoint	MD	9.7%	27.3%	\$4,012	\$14,889,607	\$213,297,385
33	GECU	TX	9.7%	17.8%	\$3,835	\$287,385,693	\$4,220,529,282
34	Palmetto Citizens	SC	9.7%	22.2%	\$3,808	\$68,170,187	\$1,303,382,341
35	G.P.O.	NY	9.6%	23.9%	\$2,823	\$24,666,852	\$476,677,228
36	Houston Texas Fire Fighters	TX	9.6%	39.8%	\$2,266	\$15,628,318	\$339,132,469
37	The New Orleans Firemen's	LA	9.5%	23.3%	\$2,514	\$16,747,480	\$246,153,567
38	Santa Rosa County	FL	9.5%	21.0%	\$2,891	\$8,295,033	\$203,485,949
39	Pacific Service	CA	9.5%	36.9%	\$3,841	\$95,001,192	\$1,429,006,506
40	Homeland	OH	9.4%	23.7%	\$2,898	\$16,236,526	\$513,247,912
41	TruChoice	ME	9.4%	43.8%	\$3,329	\$18,755,877	\$227,239,681
42	Advantage	NY	9.4%	23.9%	\$3,686	\$31,046,532	\$477,259,478
43	Rivermark Community	OR	9.3%	26.5%	\$3,270	\$76,625,354	\$1,400,233,053
44	Certified	CA	9.3%	29.6%	\$2,547	\$46,758,341	\$784,347,587
45	ABCO	NJ	9.3%	19.1%	\$1,954	\$10,352,854	\$255,564,286
46	Pelican State	LA	9.2%	19.8%	\$3,388	\$49,373,230	\$677,127,700
47	APG	MD	9.2%	17.4%	\$5,530	\$149,384,912	\$2,154,193,413
48	Tampa Postal	FL	9.0%	27.6%	\$1,851	\$3,432,889	\$102,180,018
49	Beacon	VA	9.0%	23.7%	\$3,359	\$21,878,607	\$289,474,726
50	Towpath	OH	9.0%	26.4%	\$1,711	\$10,829,373	\$191,754,890
U.S. AVERAGE			4.9%	18.0%	\$3,036	\$15,360,432	\$450,377,475

TOP 50 CREDIT UNIONS IN CHECKING PENETRATION

FOR U.S. CREDIT UNIONS >\$100M IN ASSETS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Share Draft Penetration	Average Share Draft Balance	Total Share Drafts	Total Shares	Total Assets
1	Awakon	MI	201.4%	\$4,257	\$122,975,262	\$154,436,213	\$179,140,715
2	Skyla	NC	180.9%	\$3,179	\$539,448,385	\$988,830,766	\$1,149,259,485
3	Vocality Community	CA	165.1%	\$4,238	\$63,145,141	\$137,428,001	\$158,249,442
4	Mid Minnesota	MN	155.0%	\$796	\$71,855,936	\$589,697,744	\$658,165,806
5	Atomic	OH	149.1%	\$3,481	\$345,469,847	\$501,464,735	\$550,744,794
6	Community Credit Union Of Lynn	MA	130.6%	\$12,749	\$47,426,411	\$129,691,340	\$150,226,989
7	Greater Iowa	IA	122.7%	\$4,175	\$184,296,837	\$585,389,236	\$656,786,242
8	Fairwinds	FL	117.7%	\$4,630	\$1,219,161,361	\$4,170,122,142	\$4,460,813,072
9	IDB Global	DC	108.3%	\$10,294	\$121,531,861	\$621,997,763	\$757,559,822
10	Capital	ND	100.0%	\$6,044	\$186,961,128	\$613,963,125	\$724,199,677
11	Community South	FL	97.0%	\$2,675	\$34,917,041	\$175,371,831	\$199,432,608
12	Alternatives	NY	96.6%	\$5,201	\$53,142,789	\$145,207,448	\$164,449,219
13	Neches	TX	93.9%	\$2,049	\$144,952,117	\$738,825,189	\$876,016,510
14	Atlantic	ME	92.4%	\$5,663	\$252,763,257	\$894,171,747	\$1,048,957,260
15	JM Associates	FL	91.9%	\$3,364	\$25,768,368	\$141,378,478	\$163,352,366
16	Mountain America	UT	91.2%	\$846	\$864,379,199	\$13,802,175,364	\$15,840,363,210
17	America's Christian	CA	90.0%	\$3,257	\$241,335,321	\$551,758,209	\$621,842,315
18	Smart Financial	TX	89.3%	\$3,187	\$182,012,881	\$774,967,764	\$858,528,681
19	Fairmont	WV	89.1%	\$4,781	\$166,145,745	\$453,167,689	\$492,537,432
20	Horizon	PA	88.9%	\$2,603	\$33,399,135	\$127,641,644	\$140,054,392
20	San Diego Firefighters	CA	88.6%	\$8,686	\$27,751,349	\$125,760,282	\$131,219,205
22	Community Service	TX	88.6%	\$3,571	\$34,793,425	\$115,410,394	\$134,601,898
23	BECU	WA	88.4%	\$6,019	\$7,384,849,222	\$25,855,674,281	\$28,780,643,575
24	Stanford	CA	88.3%	\$12,103	\$919,025,645	\$3,027,083,225	\$4,004,481,282
25	Arrowhead	CA	88.0%	\$4,164	\$689,277,015	\$2,060,910,496	\$2,418,300,884
26	cPort	ME	87.8%	\$3,852	\$101,480,077	\$376,189,858	\$415,929,199
27	O.A.S. Staff	DC	87.8%	\$11,438	\$86,526,995	\$269,009,192	\$283,930,514
28	Firefighters First	CA	87.6%	\$6,731	\$353,078,089	\$1,875,084,003	\$2,067,547,374
29	CDC	GA	87.5%	\$6,594	\$115,845,465	\$387,726,967	\$400,000,561
30	Cabrillo	CA	87.1%	\$4,871	\$103,897,224	\$371,597,374	\$404,914,152
31	Border	TX	86.9%	\$2,054	\$46,413,242	\$179,666,288	\$223,643,755
32	OnPoint Community	OR	86.6%	\$5,609	\$2,444,525,010	\$7,769,333,507	\$8,925,586,538
33	Five County	ME	86.3%	\$3,598	\$90,791,025	\$331,268,057	\$368,201,396
34	Georgetown Kraft	SC	86.2%	\$2,784	\$38,729,745	\$153,936,326	\$177,035,983
35	Arizona Financial	AZ	85.9%	\$7,725	\$1,053,624,867	\$2,879,179,139	\$3,171,193,266
36	Wescom	CA	85.9%	\$4,815	\$902,292,638	\$4,376,014,280	\$5,648,909,213
37	Desert Financial	AZ	85.7%	\$4,870	\$1,774,266,249	\$7,556,395,910	\$8,192,281,897
38	Mid-Atlantic	MD	85.6%	\$7,985	\$133,118,959	\$381,700,469	\$416,456,154
39	Philadelphia	PA	85.4%	\$3,378	\$351,393,374	\$1,444,829,244	\$1,603,211,911
40	IThink	FL	85.3%	\$5,426	\$490,824,188	\$1,774,610,600	\$2,178,700,860
41	Families and Schools Together	CA	85.3%	\$5,620	\$85,800,906	\$236,175,857	\$280,993,587
42	Rivermark Community	OR	85.0%	\$5,789	\$435,639,838	\$1,137,861,485	\$1,400,233,053
43	Bank-Fund Staff	DC	84.8%	\$19,564	\$1,556,697,272	\$5,820,398,366	\$6,461,797,524
44	Envision	FL	84.5%	\$3,566	\$190,077,973	\$716,004,773	\$807,532,804
45	PAHO-WHO	DC	84.5%	\$6,545	\$44,883,807	\$251,819,999	\$287,947,133
46	Cascade Community	OR	84.4%	\$5,460	\$78,432,741	\$333,550,629	\$380,857,437
47	Kane County Teachers	IL	84.4%	\$3,544	\$81,075,486	\$344,775,276	\$381,177,197
48	Robins Financial	GA	84.3%	\$6,170	\$1,358,319,765	\$3,799,271,919	\$4,329,298,307
49	Altura	CA	84.2%	\$4,197	\$619,645,427	\$2,174,457,032	\$2,461,240,542
50	People's Community	WA	84.2%	\$8,029	\$74,274,843	\$264,628,603	\$289,222,345
U.S. AVERAGE			61.47%	\$4,606	\$79,522,638	\$384,414,510	\$450,377,475

TOP 50 CREDIT UNIONS IN AVERAGE MEMBER RELATIONSHIP

FOR U.S. CREDIT UNIONS >\$100M IN ASSETS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Average Member Relationship*	Share Accounts per Member	Loans per Member	Originations per Member	Total Members	Total Assets
1	Star One	CA	\$114,396	2.19	0.43	\$14,679	121,849	\$10,762,461,158
2	Self Reliance New York	NY	\$112,721	2.31	0.28	\$10,558	14,873	\$1,423,005,272
3	IDB Global	DC	\$108,529	2.48	0.67	\$17,150	10,898	\$757,559,822
4	Bank-Fund Staff	DC	\$99,205	1.97	0.45	\$14,754	93,819	\$6,461,797,524
5	Long Beach Firemen's	CA	\$94,266	1.76	0.34	\$16,127	3,284	\$229,779,468
6	California Lithuanian	CA	\$89,486	1.67	0.09	\$9,772	1,854	\$153,278,352
7	Workmen's Circle Incorporated	GA	\$87,328	1.45	0.31	\$22,030	1,672	\$110,795,129
8	Merck Employees	NJ	\$85,045	1.98	0.24	\$2,458	25,046	\$2,280,670,580
9	Suma Yonkers	NY	\$75,742	2.03	0.36	\$8,395	7,611	\$424,382,415
10	Community CU Of Lynn	MA	\$74,156	4.30	1.30	\$12,869	2,848	\$150,226,989
11	Caltech Employees	CA	\$70,376	1.11	0.34	\$6,825	34,161	\$1,971,633,426
12	NCPD	NY	\$67,206	1.70	0.56	\$3,808	16,257	\$869,035,995
13	WCLA	WA	\$64,955	1.60	0.84	\$55,706	1,251	\$103,660,940
14	Stanford	CA	\$64,683	1.81	0.47	\$12,337	85,983	\$4,004,481,282
15	North Bay	CA	\$61,532	1.09	0.20	\$8,318	2,761	\$112,535,700
16	Boston Firefighters	MA	\$61,346	2.29	0.74	\$11,172	11,020	\$426,852,510
17	Chevron	CA	\$60,812	2.09	0.35	\$9,911	131,118	\$4,855,113,673
18	Freedom Northwest	ID	\$60,616	2.00	0.51	\$12,744	12,311	\$497,919,829
19	United Nations	NY	\$60,601	2.01	0.59	\$7,716	203,943	\$7,971,719,281
20	Logix	CA	\$60,162	2.06	0.86	\$17,190	237,710	\$9,600,366,687
20	Knoxville Teachers	TN	\$58,047	2.07	0.73	\$12,446	6,793	\$256,791,147
22	SRI	CA	\$56,242	2.08	0.88	\$9,303	5,575	\$206,059,513
23	F & A	CA	\$56,059	2.32	0.49	\$5,886	47,166	\$2,202,570,719
24	APCO Employees	AL	\$55,784	1.92	0.41	\$3,537	73,080	\$3,420,389,537
25	South Metro	MN	\$55,066	2.08	0.75	\$7,794	4,835	\$176,558,862
26	Lufthansa Employees	NY	\$55,063	1.24	0.21	\$1,204	1,683	\$102,912,653
27	Mission City	CA	\$54,931	2.03	2.39	\$12,982	4,174	\$146,122,099
28	Hometown	ND	\$54,367	2.61	0.59	\$24,124	3,198	\$178,035,582
29	Firefighters First	CA	\$54,216	2.43	0.82	\$13,671	59,875	\$2,067,547,374
30	San Diego Firefighters	CA	\$53,876	2.51	0.66	\$5,535	3,606	\$131,219,205
31	Sea West Coast Guard	CA	\$51,955	1.75	0.46	\$5,161	11,603	\$418,952,861
32	Dakota West	ND	\$51,812	1.91	1.34	\$10,143	6,979	\$325,469,517
33	APCI	PA	\$51,753	2.46	0.61	\$5,777	17,666	\$665,396,978
34	PAHO-WHO	DC	\$51,690	2.06	0.86	\$3,604	8,121	\$287,947,133
35	Luso	MA	\$50,872	1.90	0.33	\$5,128	8,208	\$248,629,074
36	Ukrainian Selfreliance	PA	\$50,832	2.22	0.34	\$8,981	13,599	\$480,155,765
37	Premier America	CA	\$50,593	1.88	0.54	\$11,350	116,891	\$3,773,165,112
38	O.A.S. Staff	DC	\$49,980	2.36	0.48	\$3,110	8,620	\$283,930,514
39	Aerospace	CA	\$48,959	1.77	0.34	\$6,361	9,776	\$386,675,569
40	Deere Employees	IL	\$48,729	3.20	1.16	\$13,120	71,036	\$1,991,835,199
41	Boulder Dam	NV	\$47,883	1.91	0.25	\$4,667	20,334	\$835,534,138
42	Benchmark	PA	\$47,558	2.14	0.87	\$11,702	10,574	\$327,512,215
43	State Farm	IL	\$47,487	1.43	0.39	\$4,742	121,085	\$5,261,507,474
44	Whitefish	MT	\$47,429	1.25	0.23	\$6,976	62,003	\$2,160,588,695
45	Northwestern Mutual	WI	\$47,045	2.38	0.34	\$6,519	6,912	\$244,642,981
46	Wymar	LA	\$46,649	2.23	0.60	\$8,998	4,878	\$142,369,227
47	Community First	WI	\$46,352	2.45	0.58	\$9,520	152,852	\$5,156,851,836
48	Direct	MA	\$45,859	1.68	0.77	\$11,705	27,446	\$835,088,792
49	NextMark	VA	\$45,597	1.87	0.40	\$5,456	16,836	\$510,925,641
50	NOVA UA	NJ	\$45,432	1.81	0.24	\$4,596	3,903	\$136,084,796
U.S. AVERAGE			\$23,629	1.94	0.65	\$5,624	28,087	\$450,377,475

*EXCLUDING MEMBER BUSINESS AND COMMERCIAL LOANS

TOP 50 CREDIT UNIONS BY OPERATING ROA

FOR U.S. CREDIT UNIONS >\$100M IN ASSETS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Operating ROA*	Net Interest Margin	Non-Interest Income/ Average Assets	Non-Interest Expense / Average Assets	Provision for Loan Losses/ Avg. Assets	Total Assets
1	Partner Colorado	CO	8.72%	2.71%	13.21%	6.97%	0.21%	\$695,072,554
2	Lafayette	MD	4.63%	3.92%	4.51%	3.03%	0.76%	\$1,745,942,047
3	Freedom Northwest	ID	2.94%	3.93%	0.72%	1.74%	0.06%	\$497,919,829
4	Latino Community	NC	2.94%	4.98%	1.32%	3.17%	0.21%	\$910,105,673
5	Department Of Commerce	DC	2.81%	2.95%	3.96%	3.80%	0.30%	\$849,281,317
6	Trona Valley Community	WY	2.31%	4.05%	1.97%	3.36%	0.37%	\$358,648,733
7	Magnolia	MS	2.29%	4.11%	3.53%	4.31%	1.04%	\$162,287,308
8	Citymark	PA	2.24%	3.94%	1.03%	2.57%	0.16%	\$110,063,124
9	Hughes	AZ	2.23%	4.13%	1.09%	2.57%	0.41%	\$1,893,959,185
10	Southwest Louisiana	LA	2.20%	4.34%	4.76%	6.09%	0.81%	\$172,091,571
11	WCLA	WA	2.19%	3.94%	0.16%	1.90%	0.01%	\$103,660,940
12	Border	TX	2.17%	3.27%	4.43%	5.53%	-0.01%	\$223,643,755
13	Success	AR	2.11%	3.57%	1.97%	3.30%	0.21%	\$173,256,020
14	Forest Area	MI	2.09%	3.99%	1.82%	3.54%	0.21%	\$220,867,751
15	ELGA	MI	2.08%	3.82%	2.16%	3.45%	0.46%	\$1,416,440,826
16	Interstate	GA	2.05%	3.36%	2.54%	3.72%	0.13%	\$308,641,899
17	Genisys	MI	2.04%	2.86%	1.39%	1.87%	0.34%	\$4,469,836,608
18	Multipli	MO	2.02%	2.89%	2.58%	3.36%	0.09%	\$173,557,737
19	First Citizens'	MA	2.01%	3.29%	1.63%	2.91%	0.01%	\$833,854,723
20	AllSouth	SC	1.99%	2.61%	3.45%	3.76%	0.32%	\$1,230,208,042
20	Abound	KY	1.96%	2.74%	1.37%	2.00%	0.14%	\$2,104,193,103
22	Florida	FL	1.96%	3.76%	1.66%	3.19%	0.35%	\$1,967,340,966
23	Streator Onized	IL	1.95%	4.72%	1.91%	4.10%	0.57%	\$335,438,347
24	cPort	ME	1.94%	2.95%	3.08%	3.99%	0.10%	\$415,929,199
25	First Family	OK	1.92%	3.85%	3.45%	5.18%	0.20%	\$127,409,214
26	Members 1st	PA	1.90%	3.52%	1.65%	2.98%	0.31%	\$6,987,615,429
27	DATCU	TX	1.88%	3.21%	1.20%	2.44%	0.07%	\$1,575,584,029
28	The United	WV	1.88%	3.41%	1.36%	2.81%	0.09%	\$105,649,361
29	Oswego County	NY	1.87%	3.93%	3.36%	5.00%	0.42%	\$129,324,774
30	Chevron	CA	1.85%	1.93%	1.67%	1.54%	0.21%	\$4,855,113,673
31	Eastman	TN	1.85%	3.02%	0.88%	1.91%	0.15%	\$7,481,805,455
32	Transit Employees	MD	1.85%	3.21%	2.40%	3.75%	0.01%	\$100,061,793
33	Innovations Financial	FL	1.84%	3.82%	2.21%	4.11%	0.09%	\$367,562,433
34	Red River Employees	TX	1.83%	3.42%	2.26%	3.47%	0.37%	\$1,318,248,863
35	Self-Help	NC	1.83%	3.31%	0.88%	2.46%	-0.09%	\$1,812,453,868
36	Shell	TX	1.81%	3.61%	2.28%	3.75%	0.33%	\$1,730,298,884
37	Centris	NE	1.81%	3.93%	1.93%	4.08%	-0.03%	\$1,204,977,272
38	Rally	TX	1.79%	3.65%	1.49%	2.70%	0.65%	\$4,104,675,189
39	Frick Financial	PA	1.78%	3.31%	1.26%	2.30%	0.50%	\$124,803,793
40	Guardian	AL	1.78%	4.53%	2.75%	4.92%	0.67%	\$865,286,128
41	Alliance	TX	1.77%	4.04%	2.81%	4.89%	0.19%	\$489,907,617
42	Illinois Educators	IL	1.75%	3.21%	2.21%	3.44%	0.23%	\$100,247,147
43	River Valley	MI	1.75%	2.76%	2.19%	3.20%	0.00%	\$128,962,922
44	Families and Schools Together	CA	1.74%	3.10%	1.56%	2.66%	0.25%	\$280,993,587
45	Georgetown Kraft	SC	1.74%	3.87%	2.82%	4.59%	0.40%	\$177,035,983
46	Five Star	AL	1.73%	2.95%	2.85%	3.67%	0.41%	\$748,664,965
47	Leaders	TN	1.73%	3.55%	2.84%	4.33%	0.33%	\$872,463,960
48	NATCO	IN	1.73%	4.84%	3.56%	6.37%	0.32%	\$141,889,538
49	Harris County	TX	1.73%	3.06%	1.46%	2.53%	0.26%	\$211,023,806
50	Oklahoma	OK	1.71%	3.05%	1.35%	2.38%	0.30%	\$178,949,284
U.S. AVERAGE			0.90%	2.91%	1.15%	2.90%	0.25%	\$450,377,475

*EXCLUDES ONE-TIME GAINS FROM DISPOSITION OF FIXED ASSETS.

50 MOST EFFICIENT CREDIT UNIONS

FOR U.S. CREDIT UNIONS >\$100M IN ASSETS | DATA AS OF 12.31.22

Rk.	Credit Union	St.	Efficiency Ratio	Earning Assets/ Assets	Loans to Shares	Members per FTE	Branches	Total Assets
1	California Lithuanian	CA	31.05%	99.47%	72.62%	309	1	\$153,278,352
2	Long Beach Firemen's	CA	35.23%	99.76%	71.90%	469	1	\$229,779,468
3	Freedom Northwest	ID	36.73%	95.56%	93.59%	265	2	\$497,919,829
4	Moog Employees	NY	37.24%	97.11%	51.12%	799	1	\$234,564,341
5	AFLAC	GA	38.75%	98.70%	10.69%	1764	1	\$177,410,180
6	CommunityWide	IN	38.86%	100.48%	106.09%	811	11	\$735,740,220
7	Workmen's Circle Incorporated	GA	39.14%	98.71%	76.04%	239	1	\$110,795,129
8	Mon Valley Community	PA	40.62%	98.07%	33.07%	937	1	\$179,135,504
9	Lafayette	MD	42.60%	91.44%	101.13%	361	9	\$1,745,942,047
10	Employees	IA	42.68%	98.80%	64.04%	611	1	\$147,822,214
11	Connecticut State Employees	CT	43.81%	98.61%	17.89%	999	7	\$2,477,597,589
12	Genisys	MI	44.02%	96.16%	88.74%	521	33	\$4,469,836,608
13	Alliant	IL	44.04%	94.89%	110.39%	921	1	\$18,739,008,483
14	Glendale Area Schools	CA	44.46%	97.25%	29.86%	427	2	\$441,925,246
15	Dawson Co-op	MN	44.90%	97.53%	64.68%	336	4	\$274,484,822
16	WCLA	WA	46.37%	98.64%	106.13%	125	1	\$103,660,940
17	Schlumberger Employees	TX	46.40%	98.12%	25.39%	830	1	\$926,619,321
18	Partner Colorado	CO	47.23%	81.58%	74.70%	350	5	\$695,072,554
19	APCO Employees	AL	47.26%	95.97%	24.88%	573	20	\$3,420,389,537
20	SJP	NY	47.77%	98.11%	104.64%	603	1	\$121,891,478
20	Police And Fire	PA	47.82%	98.00%	92.95%	499	17	\$8,069,892,150
22	Merck Employees	NJ	48.77%	98.61%	11.46%	1,066	4	\$2,280,670,580
23	Houston Police	TX	48.82%	95.89%	58.39%	405	3	\$893,054,207
24	Eastman	TN	48.83%	96.53%	98.40%	309	30	\$7,481,805,455
25	Civic	NC	49.21%	98.94%	108.28%	3314	1	\$107,760,812
26	Hughes	AZ	49.49%	96.32%	108.08%	645	7	\$1,893,959,185
27	Texasgulf	TX	50.14%	97.39%	71.59%	477	2	\$176,745,246
28	Latino Community	NC	50.85%	96.32%	113.50%	605	15	\$910,105,673
29	Rockland	MA	51.16%	98.79%	110.01%	975	8	\$2,746,666,449
30	Caribe	PR	51.50%	97.88%	98.49%	358	4	\$657,129,588
31	Abound	KY	51.67%	93.80%	84.10%	380	17	\$2,104,193,103
32	Citymark	PA	51.69%	94.48%	91.50%	382	4	\$110,063,124
33	Community First	WI	51.89%	95.94%	78.44%	283	29	\$5,156,851,836
34	MECE	MO	52.15%	98.45%	78.17%	733	1	\$302,299,268
35	GreenState	IA	52.65%	95.22%	110.73%	466	35	\$11,355,212,032
36	Rally	TX	52.83%	96.37%	100.62%	321	20	\$4,104,675,189
37	Cascade Community	OR	54.19%	92.14%	60.97%	436	3	\$380,857,437
38	Self Reliance New York	NY	54.81%	99.17%	59.54%	381	5	\$1,423,005,272
39	Veridian	IA	54.82%	96.39%	112.35%	326	31	\$6,896,511,342
40	Educators	TX	54.90%	97.85%	40.83%	595	8	\$537,751,416
41	F & A	CA	54.95%	96.80%	40.80%	417	2	\$2,202,570,719
42	Department Of Commerce	DC	54.95%	95.40%	100.62%	295	3	\$849,281,317
43	Oregon State	OR	55.09%	93.97%	72.96%	497	15	\$2,140,153,244
44	Freedom	PA	55.33%	98.38%	74.29%	781	4	\$1,151,134,691
45	Frick Financial	PA	55.46%	95.83%	58.96%	352	4	\$124,803,793
46	Oklahoma	OK	55.52%	99.21%	80.62%	660	3	\$178,949,284
47	General Electric	OH	55.58%	96.74%	93.01%	501	11	\$4,684,874,865
48	Technology	CA	55.63%	98.34%	97.85%	527	10	\$4,544,569,780
49	Redwood	CA	55.68%	94.32%	87.01%	431	20	\$7,527,852,676
50	DATCU	TX	55.71%	95.69%	103.44%	515	12	\$1,575,584,029
U.S. AVERAGE			71.63%	94.40%	81.36%	397	4	\$450,377,475

PEER GROUP PERFORMANCE COMPARISON

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

PEER GROUP(S)		1-10	1-4	5	6	7	8	9	10
		All In U.S.	<\$20M	\$20M-\$50M	\$50M-\$100M	\$100M-\$250M	\$250M-\$500M	\$500M-\$1B	>\$1B
Number Of Credit Unions		4,863	1,493	872	673	714	392	292	427
Average Assets (\$000s)		\$450,377	\$7,740	\$33,304	\$72,809	\$159,192	\$353,541	\$721,708	\$3,835,125
12-MONTH GROWTH	Capital	-5.86%	1.51%	1.52%	0.07%	-3.83%	-6.87%	-4.46%	-5.91%
	Loans	19.92%	11.07%	12.19%	14.30%	15.10%	16.87%	18.92%	21.61%
	Shares	3.34%	-1.00%	0.76%	1.73%	2.36%	3.15%	3.64%	4.21%
	Members	4.30%	-1.34%	-0.75%	0.02%	0.90%	2.15%	3.04%	6.31%
CAPITAL RATIOS	Capital / Assets	9.46%	14.99%	11.73%	11.09%	9.91%	9.18%	9.37%	9.34%
	Solvency Ratio	113.31%	117.80%	113.53%	112.94%	111.98%	111.72%	112.60%	113.61%
	Coverage Ratio	124.93%	87.15%	81.85%	96.84%	103.71%	114.69%	115.47%	129.65%
	Delinquency	0.61%	1.17%	0.88%	0.69%	0.59%	0.52%	0.56%	0.62%
EARNINGS	Return On Average Assets	0.89%	0.25%	0.46%	0.63%	0.68%	0.77%	0.82%	0.95%
	Service Revenue / Average Assets	1.11%	0.68%	0.95%	1.13%	1.22%	1.27%	1.34%	1.07%
	Net Interest Margin	2.86%	2.76%	2.69%	2.75%	2.82%	2.88%	2.90%	2.88%
	Operating Expenses / Average Assets	2.85%	3.25%	3.14%	3.21%	3.27%	3.27%	3.27%	2.72%
	Yield On Average Earnings Assets	3.57%	3.13%	3.06%	3.17%	3.32%	3.45%	3.53%	3.64%
	Cost Of Funds	0.57%	0.33%	0.27%	0.29%	0.33%	0.40%	0.47%	0.64%
PRODUCTIVITY	YTD Total Income Per FTE* (\$000s)	\$279	\$115	\$177	\$193	\$198	\$215	\$239	\$312
	YTD Total Income Per Member	\$703	\$287	\$427	\$498	\$579	\$641	\$686	\$744
	YTD Operating Expenses Per Member	\$446	\$250	\$346	\$388	\$437	\$465	\$481	\$447
	Assets Per FTE Employee* (\$000s)	\$6,371	\$3,084	\$4,575	\$4,732	\$4,636	\$4,875	\$5,270	\$7,108
	YTD Loan Originations / FTE Employee* (\$000s)	\$2,235	\$803	\$1,078	\$1,184	\$1,266	\$1,482	\$1,737	\$2,620
MEMBER SERVICE USAGE**	Auto Loan Penetration	27.61%	33.37%	120.63%	64.54%	54.95%	40.47%	25.77%	20.07%
	Share Draft Penetration	61.47%	21.85%	44.37%	49.58%	55.29%	57.81%	59.73%	64.20%
	Credit Card Penetration	18.01%	4.22%	10.11%	11.88%	13.23%	14.33%	14.62%	19.97%
	Average Share Balance	\$13,687	\$6,517	\$9,725	\$10,724	\$11,977	\$12,765	\$13,073	\$14,358
	Share & Loan Accounts / Member	2.59	1.97	3.20	2.75	2.75	2.65	2.47	2.57
LENDING PROFILE	Loans / Shares	81.36%	55.97%	55.70%	61.27%	68.03%	74.73%	80.69%	84.28%
	RE Loans / Total Loans	52.48%	12.96%	31.27%	39.69%	44.01%	47.95%	50.41%	54.32%
	Average Loan Balance	\$17,037	\$5,985	\$3,525	\$6,455	\$8,860	\$12,504	\$17,697	\$20,529
	Loan Balances / FTE Employee	\$4,425	\$1,464	\$2,238	\$2,552	\$2,791	\$3,207	\$3,680	\$5,071

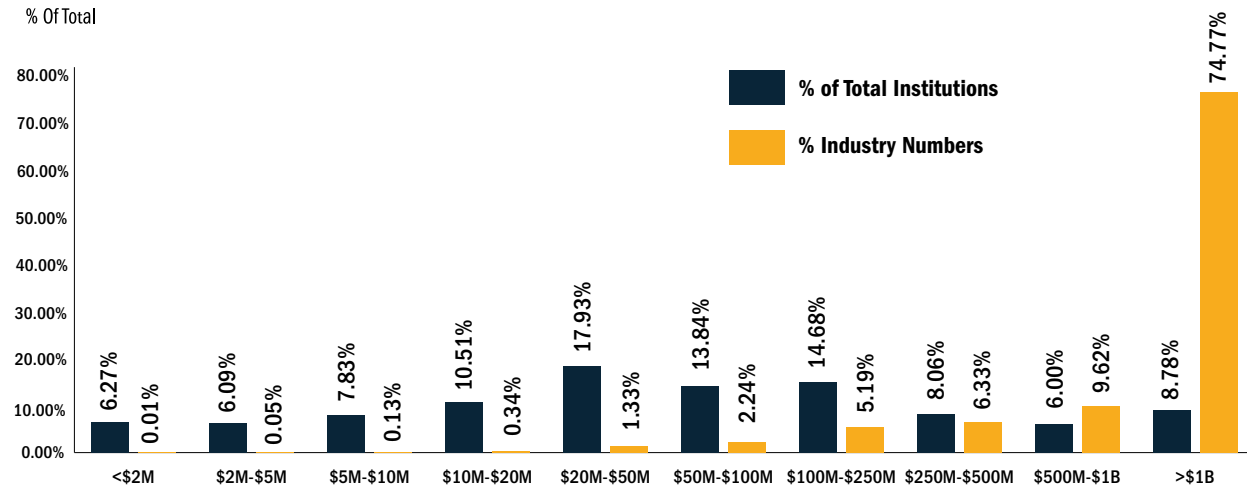
*FTE = FULL-TIME EQUIVALENT. FTE EMPLOYEES ARE CALCULATED AS ALL FULL-TIME EMPLOYEES PLUS 50% OF PART-TIME EMPLOYEES.

**PARTICIPATION LOANS INCLUDED IN PENETRATION CALCULATIONS

DISTRIBUTION OF ASSETS & INSTITUTIONS ACROSS ALL PEER GROUPS

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

Peer Group	Asset Size	# Credit Unions	% of Total Institutions	Total Assets (\$000s)	% Of Industry Assets
1	<\$2M	305	6.27%	\$274,857	0.01%
2	\$2M - \$5M	296	6.09%	\$1,029,931	0.05%
3	\$5M - \$10M	381	7.83%	\$2,793,329	0.13%
4	\$10M - \$20M	511	10.51%	\$7,457,692	0.34%
5	\$20M - \$50M	872	17.93%	\$29,041,462	1.33%
6	\$50M - \$100M	673	13.84%	\$49,000,277	2.24%
7	\$100M - \$250M	714	14.68%	\$113,662,879	5.19%
8	\$250M - \$500M	392	8.06%	\$138,588,145	6.33%
9	\$500M - \$1B	292	6.00%	\$210,738,822	9.62%
10	>\$1B	427	8.78%	\$1,637,598,270	74.77%
	Total	4,863	100.00%	\$2,190,185,663	100.00%



THE CHANGING COMPOSITION OF CREDIT UNIONS (2017-2022)

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

Peer Group	Asset Size	Credit Unions (2017) #	Credit Unions (2022) #	Change	Total Assets 2017 (\$000s)	Total Assets 2022 (\$000s)	Change
1	<\$2M	492	305	(187)	\$445,429	\$274,857	\$(170,572)
2	\$2M - \$5M	479	296	(183)	\$1,669,569	\$1,029,931	\$(639,638)
3	\$5M - \$10M	590	381	(209)	\$4,358,402	\$2,793,329	\$(1,565,073)
4	\$10M - \$20M	746	511	(235)	\$10,831,351	\$7,457,692	\$(3,373,659)
5	\$20M - \$50M	1,062	872	(190)	\$34,342,239	\$29,041,462	\$(5,300,777)
6	\$50M - \$100M	727	673	(54)	\$51,997,175	\$49,000,277	\$(2,996,898)
7	\$100M - \$250M	711	714	3	\$113,362,298	\$113,662,879	\$300,581
8	\$250M - \$500M	342	392	50	\$122,065,178	\$138,588,145	\$16,522,967
9	\$500M - \$1B	250	292	42	\$177,019,770	\$210,738,822	\$33,719,053
10	>\$1B	290	427	137	\$879,211,180	\$1,637,598,270	\$758,387,090
	Totals	5,689	4,863	(826)	\$1,395,302,590	\$2,190,185,663	\$794,883,073

STATE PERFORMANCE RANKINGS

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

State	# CUs	Asset Growth	Rk.	Share Growth	Rk.	Loan Growth	Rk.	Member Growth	Rk.	Loans/Shares	Rk.	Capital/Assets	Rk.
Alabama	97	4.36%	29	4.18%	21	21.52%	13	6.26%	7	63.70%	48	8.09%	47
Alaska	10	8.66%	9	5.44%	10	20.44%	18	6.92%	4	93.75%	4	8.43%	44
Arizona	35	3.79%	33	5.14%	13	26.55%	1	5.63%	12	68.27%	44	7.65%	50
Arkansas	54	12.40%	3	8.23%	2	19.36%	21	2.48%	35	84.29%	17	11.60%	5
California	267	3.61%	34	0.20%	46	23.71%	8	2.66%	32	77.99%	34	8.99%	32
Colorado	73	9.51%	6	3.47%	26	24.05%	7	4.81%	15	92.99%	5	9.61%	24
Connecticut	82	3.34%	36	2.30%	36	13.58%	46	1.23%	42	64.49%	47	8.84%	36
Delaware	17	-1.04%	51	-0.35%	49	14.25%	43	1.05%	44	60.95%	50	7.21%	51
District Of Columbia	34	1.58%	47	3.18%	28	11.87%	50	5.90%	9	66.45%	45	8.71%	42
Florida	122	8.92%	7	5.77%	8	21.02%	14	6.39%	6	81.54%	22	8.83%	37
Georgia	85	6.02%	20	2.92%	30	20.68%	16	0.46%	46	75.48%	39	9.13%	31
Hawaii	48	-0.11%	49	1.09%	41	16.65%	33	0.09%	47	54.01%	51	7.70%	49
Idaho	28	13.07%	2	7.34%	5	26.13%	2	7.07%	3	97.73%	3	8.04%	48
Illinois	213	8.66%	10	2.46%	34	25.72%	4	5.85%	10	84.84%	16	9.16%	30
Indiana	139	6.54%	16	3.63%	25	17.89%	28	1.87%	40	86.99%	13	9.60%	25
Iowa	80	14.65%	1	9.87%	1	24.43%	6	8.35%	2	100.54%	1	10.08%	12
Kansas	70	6.63%	15	5.27%	12	16.80%	32	3.95%	18	83.65%	21	9.82%	15
Kentucky	55	4.95%	26	3.63%	24	14.66%	42	2.83%	29	79.43%	30	10.87%	7
Louisiana	153	4.47%	28	3.19%	27	15.64%	37	2.01%	38	79.83%	27	10.44%	9
Maine	49	5.18%	25	4.12%	22	14.70%	41	1.90%	39	76.86%	37	9.49%	27
Maryland	72	6.54%	17	4.64%	17	20.60%	17	2.82%	30	84.13%	18	9.66%	22
Massachusetts	139	6.95%	14	4.41%	19	18.51%	25	2.51%	33	90.36%	7	9.66%	21
Michigan	198	3.31%	37	2.53%	33	19.33%	22	2.21%	37	78.46%	32	9.71%	19
Minnesota	87	7.66%	13	4.29%	20	20.12%	20	3.97%	17	83.80%	20	8.79%	39
Mississippi	66	-0.96%	50	-5.58%	51	14.06%	45	2.66%	31	78.86%	31	13.05%	1
Missouri	101	4.07%	31	2.42%	35	22.99%	9	3.00%	26	79.52%	29	8.18%	46
Montana	46	1.76%	46	-0.35%	48	15.41%	38	-0.15%	49	71.23%	42	8.97%	33
Nebraska	55	6.23%	19	3.09%	29	12.78%	48	1.13%	43	84.05%	19	10.39%	10
Nevada	14	2.18%	43	1.89%	40	21.99%	11	2.88%	27	63.18%	49	8.72%	40
New Hampshire	14	0.55%	48	0.69%	43	15.04%	40	-0.42%	50	89.56%	9	9.29%	29
New Jersey	140	2.36%	42	-2.79%	50	18.42%	26	1.37%	41	68.53%	43	8.86%	35
New Mexico	40	4.61%	27	4.11%	23	16.05%	35	5.40%	14	73.71%	40	8.61%	43
New York	298	2.96%	39	2.76%	31	18.04%	27	3.43%	22	75.65%	38	8.22%	45
North Carolina	63	2.14%	44	0.48%	45	20.98%	15	3.09%	24	73.00%	41	9.73%	18
North Dakota	32	4.36%	30	2.27%	37	13.15%	47	0.07%	48	78.41%	33	11.70%	4
Ohio	222	5.89%	23	4.99%	14	17.81%	29	2.44%	36	80.22%	25	9.64%	23
Oklahoma	57	3.83%	32	1.89%	39	14.10%	44	3.07%	25	80.81%	24	9.53%	26
Oregon	54	2.78%	41	-0.25%	47	22.11%	10	5.46%	13	77.27%	36	9.69%	20
Pennsylvania	321	5.66%	24	4.48%	18	17.00%	31	4.31%	16	79.96%	26	10.07%	13
Rhode Island	17	10.05%	5	5.55%	9	15.25%	39	5.83%	11	99.39%	2	9.78%	17
South Carolina	47	5.98%	22	5.32%	11	19.08%	23	0.91%	45	81.01%	23	10.83%	8
South Dakota	35	7.89%	12	4.73%	16	25.80%	3	3.82%	20	77.50%	35	8.71%	41
Tennessee	132	6.50%	18	4.90%	15	16.61%	34	3.33%	23	87.27%	11	11.85%	3
Texas	420	6.01%	21	2.55%	32	16.01%	36	2.84%	28	86.12%	14	10.10%	11
Utah	57	8.22%	11	5.79%	7	25.14%	5	6.14%	8	92.30%	6	10.96%	6
Vermont	18	2.99%	38	0.55%	44	12.56%	49	2.49%	34	87.18%	12	8.87%	34
Virginia	105	3.58%	35	6.33%	6	18.73%	24	9.44%	1	85.16%	15	10.00%	14
Washington	77	1.84%	45	0.94%	42	20.13%	19	3.89%	19	79.79%	28	8.80%	38
West Virginia	80	2.86%	40	2.27%	38	10.78%	51	-1.65%	51	64.50%	46	11.86%	2
Wisconsin	113	8.86%	8	7.75%	3	21.60%	12	3.48%	21	90.12%	8	9.81%	16
Wyoming	20	10.61%	4	7.68%	4	17.01%	30	6.66%	5	88.36%	10	9.35%	28
U.S. TOTALS	4,863*	5.13%		3.34%		19.92%		4.30%		81.36%		9.46%	

* GUAM, PUERTO RICO, AND THE U.S. VIRGIN ISLANDS ARE NOT INCLUDED IN THE TABLE, BUT THEIR 12 CREDIT UNIONS ARE INCLUDED IN THE U.S. TOTALS.

STATE PERFORMANCE RANKINGS

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

State	Delinquency Ratio	Rk.	Return On Assets	Rk.	Average Share Balance Per Member	Rk.	Average Loan Balance Per Account	Rk.	Auto Loans/ Members*	Rk.	Share Drafts/ Members	Rk.	Credit Cards/ Members	Rk.
Alabama	0.60%	37	0.94%	16	\$11,594	41	\$13,786	45	19.35%	36	53.80%	35	14.46%	25
Alaska	0.71%	45	0.64%	48	\$13,424	28	\$21,465	17	24.60%	14	53.91%	34	19.31%	7
Arizona	0.38%	10	1.04%	6	\$13,971	21	\$19,953	20	21.33%	25	63.86%	16	11.45%	39
Arkansas	0.59%	34	1.05%	5	\$9,203	51	\$15,840	39	22.78%	23	43.14%	51	9.72%	48
California	0.38%	11	0.73%	39	\$17,787	3	\$24,973	4	18.29%	40	66.51%	10	19.49%	5
Colorado	0.37%	8	0.89%	20	\$14,404	15	\$24,453	7	22.21%	24	59.58%	20	10.59%	44
Connecticut	0.38%	12	0.87%	23	\$13,755	23	\$19,107	23	19.48%	35	53.35%	38	12.22%	34
Delaware	0.63%	39	0.73%	41	\$10,761	46	\$15,306	43	15.23%	44	56.03%	30	12.85%	29
District Of Columbia	0.34%	6	0.80%	34	\$32,141	1	\$35,661	2	9.51%	50	68.14%	6	20.48%	3
Florida	0.43%	14	0.88%	21	\$13,034	31	\$12,963	46	47.82%	6	69.82%	1	18.71%	12
Georgia	0.44%	15	0.92%	18	\$13,604	27	\$9,119	49	82.82%	3	63.25%	18	14.35%	26
Hawaii	0.56%	29	0.67%	46	\$15,588	7	\$22,782	11	8.30%	51	55.92%	31	10.30%	45
Idaho	0.32%	4	1.00%	9	\$13,801	22	\$23,612	8	23.49%	18	64.32%	15	15.54%	20
Illinois	0.57%	31	0.79%	38	\$14,539	14	\$7,269	50	135.94%	2	48.99%	46	16.60%	16
Indiana	0.47%	18	0.93%	17	\$12,317	35	\$21,938	13	23.27%	21	52.95%	39	11.47%	38
Iowa	0.64%	40	0.87%	26	\$14,895	11	\$17,487	30	30.48%	8	55.66%	32	19.06%	8
Kansas	0.59%	35	0.73%	40	\$11,299	42	\$12,552	47	49.00%	5	57.55%	27	12.10%	36
Kentucky	0.51%	22	0.94%	15	\$12,085	37	\$18,262	26	17.64%	42	51.02%	43	15.33%	21
Louisiana	0.86%	46	0.85%	29	\$9,917	48	\$15,534	41	18.37%	39	48.74%	47	12.80%	30
Maine	0.49%	19	0.80%	36	\$13,689	26	\$15,535	40	19.91%	32	67.65%	8	13.32%	27
Maryland	0.57%	32	0.87%	24	\$14,333	16	\$20,378	19	16.77%	43	52.43%	40	19.42%	6
Massachusetts	0.49%	20	0.60%	49	\$13,269	29	\$24,779	5	20.40%	27	56.98%	28	10.21%	47
Michigan	0.53%	25	0.97%	11	\$14,174	19	\$17,985	28	20.33%	29	64.95%	13	19.00%	10
Minnesota	0.37%	9	0.87%	22	\$15,287	9	\$12,546	48	64.43%	4	66.30%	11	16.35%	17
Mississippi	0.88%	47	0.96%	13	\$9,299	50	\$14,013	44	20.37%	28	50.70%	44	10.27%	46
Missouri	0.55%	27	0.66%	47	\$10,409	47	\$3,691	51	199.19%	1	53.68%	36	10.78%	43
Montana	0.32%	5	0.53%	51	\$15,576	8	\$22,991	10	19.65%	34	54.66%	33	11.04%	41
Nebraska	0.59%	36	0.87%	25	\$9,437	49	\$16,429	36	23.66%	17	48.53%	48	6.55%	50
Nevada	1.21%	49	0.83%	32	\$17,596	4	\$24,632	6	19.19%	37	65.92%	12	10.80%	42
New Hampshire	0.23%	1	0.71%	44	\$13,135	30	\$21,713	16	26.54%	11	59.38%	21	12.78%	31
New Jersey	1.48%	51	0.57%	50	\$13,732	25	\$18,649	25	12.98%	46	47.45%	49	12.19%	35
New Mexico	0.44%	16	0.81%	33	\$14,211	17	\$18,978	24	24.14%	16	59.37%	22	17.73%	13
New York	0.68%	43	0.72%	43	\$15,016	10	\$21,743	15	12.49%	47	60.86%	19	16.10%	18
North Carolina	1.47%	50	1.14%	3	\$14,185	18	\$23,421	9	12.06%	48	63.58%	17	11.76%	37
North Dakota	0.44%	17	0.80%	35	\$20,658	2	\$26,921	3	19.68%	33	67.82%	7	15.06%	22
Ohio	0.52%	23	0.80%	37	\$11,675	40	\$16,379	37	23.45%	20	51.48%	42	16.75%	15
Oklahoma	0.56%	30	0.90%	19	\$12,055	38	\$17,508	29	27.19%	10	49.11%	45	12.52%	32
Oregon	0.42%	13	0.98%	10	\$14,170	20	\$19,501	21	23.46%	19	68.83%	4	16.75%	14
Pennsylvania	0.50%	21	1.01%	8	\$12,879	32	\$17,078	33	19.96%	31	57.70%	26	18.79%	11
Rhode Island	0.30%	3	0.95%	14	\$16,087	5	\$36,377	1	25.66%	12	44.29%	50	1.98%	51
South Carolina	0.57%	33	0.96%	12	\$10,988	45	\$15,923	38	18.41%	38	68.15%	5	14.54%	24
South Dakota	0.52%	24	0.84%	30	\$14,618	12	\$18,231	27	24.36%	15	64.71%	14	13.17%	28
Tennessee	0.36%	7	1.22%	2	\$12,780	33	\$20,913	18	23.25%	22	58.28%	23	11.45%	40
Texas	0.61%	38	1.03%	7	\$12,101	36	\$19,137	22	21.32%	26	58.03%	24	14.78%	23
Utah	0.53%	26	1.29%	1	\$11,960	39	\$17,146	31	25.03%	13	69.71%	3	21.13%	2
Vermont	0.55%	28	0.85%	27	\$13,745	24	\$21,841	14	13.12%	45	56.05%	29	19.05%	9
Virginia	1.18%	48	1.06%	4	\$11,029	44	\$15,479	42	11.92%	49	67.65%	9	31.94%	1
Washington	0.28%	2	0.68%	45	\$15,944	6	\$22,306	12	20.18%	30	69.76%	2	20.24%	4
West Virginia	0.66%	42	0.73%	42	\$11,139	43	\$16,568	35	18.29%	41	51.55%	41	6.73%	49
Wisconsin	0.64%	41	0.85%	28	\$14,558	13	\$17,118	32	32.63%	7	58.01%	25	15.93%	19
Wyoming	0.70%	44	0.84%	31	\$12,663	34	\$16,797	34	27.83%	9	53.50%	37	12.45%	33
U.S. TOTALS	0.61%		0.89%		\$13,530		\$17,037		27.61%		61.47%		18.01%	

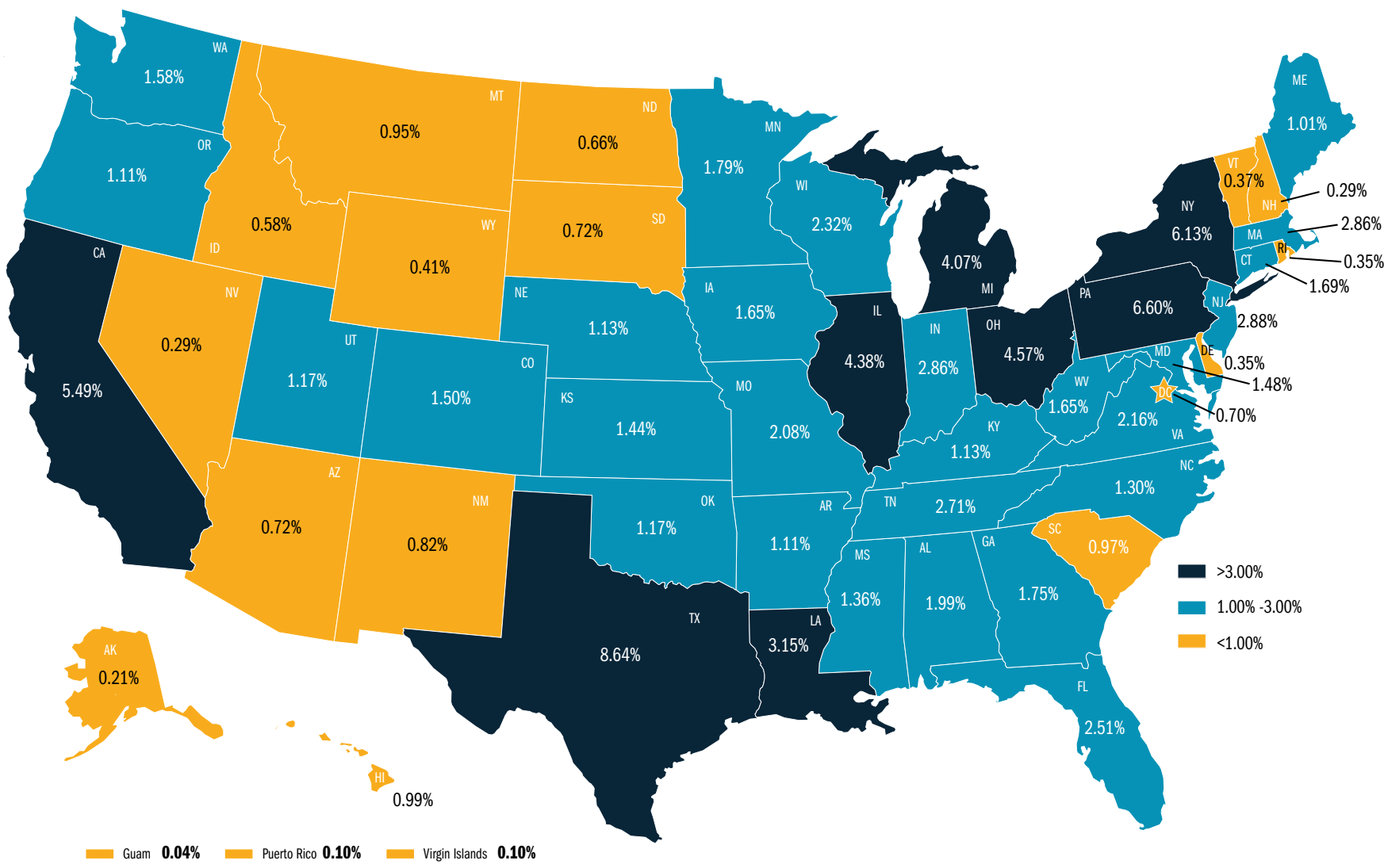
CREDIT UNION ASSETS BY STATE

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

State	# CUs	State-Chartered Credit Union Assets	Federally Chartered Credit Union Assets	Total Assets	Rank	% U.S. Assets	Average Credit Union Size
Alabama	97	\$18,576,883,215	\$15,114,814,993	\$33,691,698,208	22	1.54%	\$347,337,095
Alaska	10	\$1,475,579,183	\$13,665,874,690	\$15,141,453,873	33	0.69%	\$1,514,145,387
Arizona	35	\$23,077,920,365	\$5,792,213,933	\$28,870,134,298	24	1.32%	\$824,860,980
Arkansas	54	\$0	\$4,370,848,477	\$4,370,848,477	50	0.20%	\$80,941,638
California	267	\$162,035,887,571	\$122,409,054,264	\$284,444,941,835	1	12.99%	\$1,065,336,861
Colorado	73	\$34,803,300,682	\$5,882,920,547	\$40,686,221,229	16	1.86%	\$557,345,496
Connecticut	82	\$9,346,273,961	\$5,394,197,667	\$14,740,471,628	35	0.67%	\$179,761,849
Delaware	17	\$0	\$3,055,755,508	\$3,055,755,508	51	0.14%	\$179,750,324
District of Columbia	34	\$0	\$11,531,693,590	\$11,531,693,590	38	0.53%	\$339,167,459
Florida	122	\$85,222,683,405	\$23,024,795,430	\$108,247,478,835	5	4.94%	\$887,274,417
Georgia	85	\$31,559,520,347	\$4,224,845,341	\$35,784,365,688	20	1.63%	\$420,992,538
Hawaii	48	\$0	\$14,869,675,033	\$14,869,675,033	34	0.68%	\$309,784,897
Idaho	28	\$15,342,297,632	\$3,945,655,992	\$19,287,953,624	27	0.88%	\$688,855,487
Illinois	213	\$61,203,648,114	\$7,399,830,058	\$68,603,478,172	10	3.13%	\$322,082,057
Indiana	139	\$21,825,713,726	\$20,640,227,724	\$42,465,941,450	15	1.94%	\$305,510,370
Iowa	80	\$31,672,857,982	\$823,025,134	\$32,495,883,116	23	1.48%	\$406,198,539
Kansas	70	\$12,274,866,755	\$3,256,869,124	\$15,531,735,879	32	0.71%	\$221,881,941
Kentucky	55	\$4,808,229,392	\$8,682,526,911	\$13,490,756,303	36	0.62%	\$245,286,478
Louisiana	153	\$1,878,295,091	\$14,417,024,409	\$16,295,319,500	30	0.74%	\$106,505,356
Maine	49	\$3,445,389,488	\$7,914,087,605	\$11,359,477,093	39	0.52%	\$231,826,063
Maryland	72	\$7,926,134,625	\$27,655,357,749	\$35,581,492,374	21	1.62%	\$494,187,394
Massachusetts	139	\$21,405,457,145	\$31,570,578,949	\$52,976,036,094	12	2.42%	\$381,122,562
Michigan	198	\$80,624,524,026	\$17,432,277,552	\$98,056,801,578	6	4.48%	\$495,236,372
Minnesota	87	\$29,844,509,577	\$8,760,618,408	\$38,605,127,985	17	1.76%	\$443,737,103
Mississippi	66	\$878,089,488	\$7,229,701,861	\$8,107,791,349	41	0.37%	\$122,845,323
Missouri	101	\$15,742,750,950	\$1,314,379,605	\$17,057,130,555	28	0.78%	\$168,882,481
Montana	46	\$4,098,266,176	\$3,457,086,811	\$7,555,352,987	43	0.34%	\$164,246,804
Nebraska	55	\$976,382,066	\$5,364,769,241	\$6,341,151,307	45	0.29%	\$115,293,660
Nevada	14	\$6,897,575,903	\$863,214,806	\$7,760,790,709	42	0.35%	\$554,342,194
New Hampshire	14	\$6,222,113,767	\$5,537,120,289	\$11,759,234,056	37	0.54%	\$839,945,290
New Jersey	140	\$168,451,497	\$15,853,140,219	\$16,021,591,716	31	0.73%	\$114,439,941
New Mexico	40	\$4,505,568,806	\$12,511,323,440	\$17,016,892,246	29	0.78%	\$425,422,306
New York	298	\$17,913,623,219	\$98,164,856,551	\$116,078,479,770	4	5.30%	\$389,525,100
North Carolina	63	\$56,838,243,477	\$21,793,733,112	\$78,631,976,589	8	3.59%	\$1,248,126,613
North Dakota	32	\$4,710,981,899	\$462,588,341	\$5,173,570,240	48	0.24%	\$161,674,070
Ohio	222	\$32,811,561,231	\$11,826,060,519	\$44,637,621,750	14	2.04%	\$201,070,368
Oklahoma	57	\$2,165,246,432	\$18,751,536,737	\$20,916,783,169	26	0.96%	\$366,961,108
Oregon	54	\$31,618,948,032	\$5,777,041,588	\$37,395,989,620	19	1.71%	\$692,518,326
Pennsylvania	321	\$18,159,183,068	\$53,646,604,575	\$71,805,787,643	9	3.28%	\$223,694,043
Rhode Island	17	\$9,310,744,673	\$332,974,508	\$9,643,719,181	40	0.44%	\$567,277,599
South Carolina	47	\$864,479,586	\$21,174,260,363	\$22,038,739,949	25	1.01%	\$468,909,361
South Dakota	35	\$0	\$5,422,669,553	\$5,422,669,553	46	0.25%	\$154,933,416
Tennessee	132	\$19,333,375,479	\$19,121,380,178	\$38,454,755,657	18	1.76%	\$291,323,906
Texas	420	\$56,993,197,178	\$94,552,979,674	\$151,546,176,852	3	6.92%	\$360,824,231
U.S. Territories	12	\$0	\$1,969,486,194	\$1,969,486,194	52	0.09%	\$164,123,850
Utah	57	\$2,384,429,938	\$47,577,139,576	\$49,961,569,514	13	2.28%	\$876,518,763
Vermont	18	\$2,075,603,987	\$4,594,382,237	\$6,669,986,224	44	0.30%	\$370,554,790
Virginia	105	\$12,932,849,493	\$226,138,353,226	\$239,071,202,719	2	10.92%	\$2,276,868,597
Washington	77	\$79,983,711,273	\$4,798,050,328	\$84,781,761,601	7	3.87%	\$1,101,061,839
West Virginia	80	\$97,122,925	\$4,675,974,669	\$4,773,097,594	49	0.22%	\$59,663,720
Wisconsin	113	\$60,746,044,167	\$3,433,307,303	\$64,179,351,470	11	2.93%	\$567,958,863
Wyoming	20	\$0	\$5,228,261,381	\$5,228,261,381	47	0.24%	\$261,413,069
U.S. TOTALS	4,863	\$1,106,778,516,992	\$1,083,407,145,973	\$2,190,185,662,965			\$450,377,475

CONCENTRATION OF CREDIT UNIONS BY STATE

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22



SOURCE: CALLAHAN & ASSOCIATES

CREDIT UNION LIQUIDITY PROFILE BY STATE

FOR U.S. CREDIT UNIONS | DATA AS OF 12.31.22

State	Loan-to-Share Ratio	Borrowings/ Assets	Cash Balance Growth	Cash/ Assets	Non-Cash Investments/Assets	Unrealized Gain (Loss) on Securities/Assets*	Capital/ Assets	Uninsured Shares/ Total Shares
Alabama	63.70%	2.74%	-45.8%	6.41%	32.31%	-3.49%	8.09%	8.17%
Alaska	93.75%	3.10%	-71.5%	2.52%	10.67%	-1.10%	8.43%	8.61%
Arizona	68.27%	1.47%	-68.0%	3.51%	30.08%	-3.03%	7.65%	7.28%
Arkansas	84.29%	7.17%	-20.6%	6.64%	19.71%	-1.06%	11.60%	4.28%
California	77.99%	5.68%	-56.1%	5.15%	25.17%	-1.98%	8.99%	9.63%
Colorado	92.99%	6.91%	-60.0%	4.49%	13.79%	-0.88%	9.61%	8.82%
Connecticut	64.49%	1.18%	-38.6%	9.19%	29.85%	-0.85%	8.84%	6.70%
Delaware	60.95%	1.34%	-57.3%	8.58%	30.82%	-3.23%	7.21%	5.34%
District of Columbia	66.45%	0.98%	-5.7%	5.33%	32.40%	-2.79%	8.71%	20.74%
Florida	81.54%	4.91%	-41.6%	6.29%	18.71%	-1.75%	8.83%	7.29%
Georgia	75.48%	4.40%	-57.0%	5.82%	24.56%	-2.39%	9.13%	8.11%
Hawaii	54.01%	0.98%	-50.4%	5.88%	40.16%	-3.33%	7.70%	4.35%
Idaho	97.73%	6.74%	-64.7%	3.82%	7.33%	-0.40%	8.04%	12.24%
Illinois	84.84%	8.25%	-52.3%	3.81%	22.13%	-1.36%	9.16%	8.88%
Indiana	86.99%	5.78%	-49.2%	4.06%	18.07%	-1.50%	9.60%	11.24%
Iowa	100.54%	8.04%	-39.1%	5.32%	7.84%	-0.57%	10.08%	11.43%
Kansas	83.65%	4.21%	-60.0%	3.83%	19.94%	-1.26%	9.82%	3.53%
Kentucky	79.43%	2.93%	-42.1%	8.16%	18.63%	-1.05%	10.87%	9.20%
Louisiana	79.83%	3.38%	-44.5%	7.43%	17.93%	-1.06%	10.44%	6.16%
Maine	76.86%	1.60%	-53.6%	6.70%	19.95%	-0.74%	9.49%	6.13%
Maryland	84.13%	4.21%	-50.1%	6.62%	16.55%	-1.47%	9.66%	8.24%
Massachusetts	90.36%	6.39%	-43.5%	5.06%	15.85%	-1.35%	9.66%	8.57%
Michigan	78.46%	3.35%	-57.0%	4.56%	22.70%	-2.11%	9.71%	9.59%
Minnesota	83.80%	6.12%	-46.1%	4.42%	19.83%	-1.94%	8.79%	6.83%
Mississippi	78.86%	5.12%	-52.8%	8.63%	21.84%	-1.65%	13.05%	5.68%
Missouri	79.52%	3.82%	-64.5%	5.10%	19.87%	-1.61%	8.18%	6.00%
Montana	71.23%	3.76%	-45.3%	6.41%	27.29%	-2.21%	8.97%	7.17%
Nebraska	84.05%	5.04%	-28.0%	8.15%	15.70%	-0.70%	10.39%	3.96%
Nevada	63.18%	1.46%	-43.3%	13.39%	25.73%	-2.17%	8.72%	5.19%
New Hampshire	89.56%	2.60%	-59.8%	5.93%	11.26%	-0.83%	9.29%	6.88%
New Jersey	68.53%	6.45%	-64.7%	3.84%	34.54%	-1.61%	8.86%	9.64%
New Mexico	73.71%	2.24%	-58.6%	3.56%	26.48%	-2.12%	8.61%	8.88%
New York	75.65%	5.80%	-41.9%	4.52%	27.21%	-2.78%	8.22%	9.05%
North Carolina	73.00%	2.21%	-58.8%	9.52%	22.10%	-1.75%	9.73%	8.82%
North Dakota	78.41%	2.72%	-40.5%	7.09%	21.08%	-1.35%	11.70%	11.33%
Ohio	80.22%	3.89%	-40.1%	6.41%	19.94%	-1.42%	9.64%	6.39%
Oklahoma	80.81%	6.42%	-20.9%	5.67%	22.32%	-2.31%	9.53%	10.94%
Oregon	77.27%	3.08%	-60.4%	7.95%	20.96%	-1.33%	9.69%	6.54%
Pennsylvania	79.96%	3.01%	-33.2%	8.53%	18.57%	-1.43%	10.07%	7.42%
Rhode Island	99.39%	7.03%	-37.1%	3.84%	10.67%	-0.66%	9.78%	10.74%
South Carolina	81.01%	3.60%	-38.0%	10.71%	14.62%	-0.98%	10.83%	6.15%
South Dakota	77.50%	4.42%	-48.7%	5.88%	21.72%	-1.31%	8.71%	9.16%
Tennessee	87.27%	2.28%	-37.6%	9.25%	12.18%	-0.76%	11.85%	8.24%
Texas	86.12%	5.09%	-40.9%	5.78%	16.89%	-1.01%	10.10%	9.43%
U.S. Territories	78.13%	2.16%	-57.5%	6.87%	20.73%	-2.01%	11.33%	11.41%
Utah	92.30%	2.03%	-73.3%	4.15%	11.32%	-0.25%	10.96%	11.33%
Vermont	87.18%	3.21%	-55.3%	5.64%	14.37%	-1.57%	8.87%	6.51%
Virginia	85.16%	4.41%	-43.2%	6.99%	17.13%	-2.55%	10.00%	9.86%
Washington	79.79%	3.76%	-55.0%	7.17%	19.58%	-2.07%	8.80%	8.91%
West Virginia	64.50%	0.54%	-37.7%	11.11%	28.00%	-0.37%	11.86%	4.51%
Wisconsin	90.12%	4.27%	-50.6%	6.50%	12.10%	-0.95%	9.81%	9.73%
Wyoming	88.36%	3.96%	-27.4%	5.46%	11.35%	-0.62%	9.35%	7.84%
TOTAL VALUE	81.36%	4.55%	-49.94%	6.01%	20.16%	-1.75%	9.46%	8.87%

CORPORATE CREDIT UNION FINANCIAL PROFILE

FOR 11 CORPORATE CREDIT UNIONS | DATA AS OF 12.31.22

Credit Union	St.	Assets	Capital	Capital Ratio	Investments & Cash	Shares	12-Month Share Growth	Loans	12-Month Loan Growth	ROA
Alloya Corporate	IL	\$6,242,485,777	\$485,885,139	7.78%	\$5,498,060,315	\$4,569,424,636	-30.28%	\$708,410,721	162.01%	0.10%
Catalyst Corporate	TX	\$4,001,436,243	\$356,376,724	8.91%	\$3,263,745,139	\$3,382,472,770	-13.25%	\$685,649,497	201.26%	0.06%
Corporate America	AL	\$3,066,469,566	\$159,358,940	5.20%	\$2,874,733,292	\$2,797,576,493	-34.09%	\$152,051,461	854.15%	0.05%
Corporate Central	WI	\$2,800,862,250	\$245,114,450	8.75%	\$2,544,736,833	\$2,168,559,355	-28.75%	\$230,677,305	7589.24%	0.04%
Corporate One FCU	OH	\$5,817,233,832	\$429,144,778	7.38%	\$5,480,390,152	\$4,349,047,332	-27.06%	\$275,193,509	656.27%	0.03%
Eascorp	MA	\$842,293,475	\$103,954,621	12.34%	\$828,721,932	\$728,113,255	-19.88%	\$5,275,000	Infinity	0.11%
Louisiana Corporate	LA	\$146,939,563	\$12,234,633	8.33%	\$136,891,614	\$94,057,259	-55.50%	\$8,393,528	Infinity	0.03%
Millenium Corporate	KS	\$1,167,187,629	\$103,981,526	8.91%	\$1,096,613,765	\$777,252,575	-50.70%	\$63,575,376	9358.93%	-0.16%
Tricorp	ME	\$336,284,180	\$47,287,597	14.06%	\$305,990,609	\$272,081,451	-31.60%	\$3,940,120	Infinity	0.05%
Vizo Financial Corporate	NC	\$6,740,797,634	\$502,066,043	7.45%	\$6,501,476,138	\$4,869,969,618	0.09%	\$121,313,793	9935.39%	0.04%
Volunteer Corporate	TN	\$1,546,022,850	\$133,720,611	8.65%	\$1,472,974,607	\$1,147,878,978	-48.52%	\$54,676,905	3660.23%	0.03%
Averages		\$2,973,455,727	\$234,465,915	7.89%	\$2,727,666,763	\$2,286,948,520	-25.80%	\$209,923,383	314.85%	0.05%
Totals		\$32,708,012,999	\$2,579,125,062		\$30,004,334,396	\$25,156,433,722		\$2,309,157,215		



SPOTLIGHT ON SUCCESSION

WELCOME TO THE CORNER OFFICE

Massive changes are underway, reshaping who will lead the credit union industry in the decades to come.

BY AARON PASSMAN

It's no secret that credit unions are undergoing a generational shift. Ongoing consolidation trends mean the industry is roughly one-third smaller than it was a decade ago, with large institutions getting larger and smaller shops succumbing to a variety of factors, including competition, compliance challenges, and succession-planning woes.

Those same succession-planning issues have been exacerbated by broader demographic shifts throughout the workforce. Put simply, baby boomers have reached their retirement years, and organizations of all stripes – not just credit unions – must determine who will lead them in the years ahead. It's not enough to find someone with the right skill set; credit unions must also find new leaders who match the culture of their institution and the industry at large. On top of that, the realities of a 21st century financial firm mean candidates must possess a broader array of talents than ever before, and new entrants to the corner office aren't just coming from the financial side of the shop, but operations,

technology, service, and beyond. To make things even more complicated, a shrinking bank landscape means new leaders are entering the industry in some cases having never worked for a credit union.

There's no shortage of talent out there – and that's a blessing and a curse.

Here's the good news: If the profiles contained in this issue are any indication (and we believe they are), the future is in excellent hands. The pages ahead feature a quartet of emerging leaders and another four who are saying goodbye, closing the book on a career spent largely in credit unions. They all come from different organizations and multiple backgrounds, but they share a commitment to advancing the industry and making financial services more equitable for all.

Read on for insights, reflections, new ideas, and even a little inspiration.

All interviews have been edited and condensed.

CEO ONBOARDING: TONITA WEBB, PRESIDENT & CEO, *VERITY CREDIT UNION*

Showing up as her true self helped Tonita Webb navigate her first foray into the corner office as CEO of Seattle's Verity Credit Union.

BY MARC RAPPORT

Tonita Webb's move to president and CEO of Verity Credit Union (\$831.3M, Seattle, WA) in April 2021 was a first for her and for the member-owned financial cooperative.

It was the Air Force veteran and mother of four's first foray into the top spot after more than 20 years of HR and management experience, including the past 15 in progressively responsible roles at Seattle Credit Union (\$1.1B, Seattle, WA).

Webb — who was raised by a single mother in low-income housing projects in the Virginia Tidewater — is the first woman and person of color to hold the top spot at Verity, which was founded in 1933 as Postal Works Credit Union #8.

Here, Webb shares insight she's gleaned during her first 19 months at the helm.



TONITA WEBB
PRESIDENT & CEO,
VERITY CREDIT UNION

YOU SUCCEEDED JOHN ZMOLEK, WHO WAS WITH VERITY FOR 31 YEARS AND RETIRED AFTER NEARLY EIGHT YEARS AS CEO. HOW DID YOU ESTABLISH CREDIBILITY AND AUTHORITY WITH YOUR NEW STAFF?

Tonita Webb: I've learned not to fall into trying to be plug-and-play. I've never spent a lot of time thinking about my predecessors, about who they were and how they showed up at the job. People are eager to know and understand you and how your leadership will enable them to perform their jobs.

I came being me — talking about what I hope to see in the future, working to get people aligned, and starting the journey of getting to know one another.

A lot of things were different about me that our credit union had not experienced from a CEO. First woman. First

BIPOC person. I had to figure out my stride coming in. I've learned to show up as my authentic self.

HOW ABOUT YOUR SENIOR MANAGERS? HOW DID YOU CULTIVATE THOSE IMPORTANT RELATIONSHIPS?

TW: We talked a lot about the hierarchy. I understand where I sit, but the truth of the matter is, I can't accomplish my job without them. What they bring to the table is important whether I perform well or not. Those conversations were some of the first I had here.

I'm happy to say we haven't had a lot of turnover in the 19 months I've been here. In fact, we've added two to the team, a chief risk officer and a chief impact strategy officer, whose role is to measure the impact of our strategies to serve the financially underserved.

HOW HAVE YOU DEVELOPED AND SUPPORTED A RELATIONSHIP WITH YOUR BOARD OF DIRECTORS?

TW: Since I started in the middle of the pandemic, there was not a lot of face-to-face time. That said, I drew from past experience on how to build trust and alignment

One thing I appreciate about our board is that they decided to invest in me. We've been working with consultants as we build governance, structure, and relationships that are proving vital to building healthy relationships with our board and to building a healthy credit union.

One of the first things our consultants pointed out was the lack of a common language. Things we were saying had different meanings among us. For instance, the concept of social justice was primarily environmental to some of us. To others, it was diversity, equity, and inclusion.

We now have a better understanding of the intersection of all these important things, as well as a mutual trust and

a relationship built around what we agree we want to be and accomplish as a credit union. We're better able, too, to disagree and move forward as we navigate our new path.

HOW IS BEING A CEO DIFFERENT FROM OTHER SENIOR LEADERSHIP ROLES? WHAT HAVE YOU LEARNED ABOUT THAT?

TW: There's no one else in the organization with your position, and that can be a lonely road. I don't take lightly that there are 100-and-something employees who count on their Verity paycheck, and a lot of decisions I'm responsible for determine whether they continue to keep that paycheck.

The same goes for our members who depend on our products and services. That's a shared responsibility for all of us, of course, but I'm ultimately responsible for the decisions we make about what we're able to do.

TONITA WEBB STANDS WITH THREE STAFF MEMBERS AT VERITY CREDIT UNION'S WEST SEATTLE BRANCH.



“ It can easily take a year before you understand your organization and figure out what direction you need to go in leading it. ”

—TONITA WEBB, PRESIDENT & CEO, VERITY CREDIT UNION

CU QUICK FACTS

VERITY CREDIT UNION

DATA AS OF 12.31.22
SEATTLE, WA

\$831.3M

ASSETS

40,826

MEMBERS

156

FTEs

8.77%

NET WORTH RATIO

1.00%

ROA

HOW DO YOU THINK YOUR PREVIOUS ROLES AT SEATTLE CREDIT UNION AND OTHER ORGANIZATIONS, INCLUDING THE AFRICAN-AMERICAN CREDIT UNION COALITION, SHAPED YOUR CURRENT EXPERIENCE?

TW: The AACUC gave me the opportunity to be around some amazing folks who pushed me and helped me understand who I can be and how I can contribute to the industry. They've been great examples for me and are still cheerleaders of mine today. They set the stage for how I want to show up as a leader for others.

I had many roles in my 15 years at Seattle Credit Union. That was my learning ground for the credit union industry and where I learned about the needs we can meet in our market. It's also where I got to make mistakes, hone my craft, and learn how to show up as a better leader.

WHAT HAS BEEN YOUR BIGGEST MISTAKE AS A SENIOR MANAGER? AND WHAT DID YOU LEARN FROM IT?

TW: I think my biggest mistakes have been when I wasn't able to show up as myself, to admit my faults, to be vulnerable in front of my staff. Early in my career, I presented this picture as a leader that had to be perfect, but now I know the roadblocks and pain in being a leader can be tremendous.

We need to be able to show we're not perfect and we are vulnerable. Doing that helps create psychological safety for you and your staff, and it gives them the opportunity to be vulnerable themselves. Another benefit is that you get innovation you wouldn't otherwise get if people are afraid of making mistakes.

WHAT HAVE YOU LEARNED ABOUT YOURSELF OR YOUR LEADERSHIP STYLE?

TW: Since I've taken this position, I've gotten more comfortable with my own humanity. I'm impacted by things I don't always have the right answers for, and I'm fully capable of making mistakes. This role humbles you.

Even though I was the oldest child, brought up with rivalries, and served as a police officer and an MP in the military, I'm really a softie at heart. My passion for people was bigger than I ever thought. If I could solve the world's problems, I would. I want everyone to have every opportunity to be successful. I know that's not always realistic, but I will try.


WHAT RESOURCES HAVE YOU FOUND MOST BENEFICIAL IN HELPING ACCLIMATE TO BEING A CEO?

TW: My board provided executive coaching. That's something I'm passionate about and that we agreed to before I came on board. I realized I would need help navigating this new role.

And, because this job can be a heavy burden and because everyone is depending on you, I see a therapist to make sure my mental health stays intact and that the stresses and burdens don't overtake my thought process.

WHAT TIPS DO YOU HAVE FOR A NEW CEO?

TW: There are many books on that topic, and while I agree with a lot of what they say, my experience and that of other CEOs I've talked to is that it's better to spend less time on coming up with a plan and more time on listening to everyone in the organization.

Figure out how things have been done and why. It can easily take a year before you understand your organization and figure out what direction you need to go in leading it. 

CEO ONBOARDING: BRIAN WALDRON, PRESIDENT & CEO, *DORT FINANCIAL CREDIT UNION*

A newly minted chief executive uses intentional listening to build connections and spark growth at his Michigan cooperative.

BY MARC RAPPORT

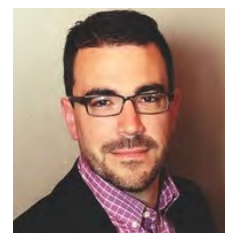
The timing was right for both Brian Waldron and Dort Financial Credit Union (\$1.5B, Grand Blanc, MI) when the mid-Michigan cooperative chose him to succeed Vicki Hawkins as its next president and CEO, beginning in April 2022.

Hawkins retired after 36 years at the Flint-area institution, and Waldron assumed the top job for the first time in a 23-year credit union career that began during his college days at Miami University in Ohio.

According to Waldron, Hawkins left the credit union in great shape. Dort had just culminated a three-year strategic plan that included a switch to a state charter and an expansion of its field of membership to anyone who lives, worships, works, or goes to school in the state of Michigan.

Before joining Dort, Waldron had served as the chief lending officer at Hudson Valley Credit Union (\$6.3B, Poughkeepsie, NY) since 2017. He served in the same role at Scott Credit Union (\$1.7B, Edwardsville, IL) for five years before that. And prior to joining Scott, Waldron spent a dozen years in a variety of branching, collections, and operational roles at four Ohio credit unions.

After nearly a year in the top spot, Waldron has learned a thing or two about onboarding a CEO. Here, he shares his insight.



BRIAN WALDRON
PRESIDENT & CEO,
DORT FINANCIAL CREDIT UNION

ON GETTING TO KNOW FRONT-LINE EMPLOYEES ...

I went in with an open-door policy and was intentional about talking to people while I try to create a relaxing environment. I encourage every new CEO to talk to your staff. Randomly pop into branches and trainings. On Friday mornings, I walk around our building and wish everyone a happy weekend. I don't want people to be nervous about seeing me in the hallways.

ON GETTING TO KNOW LEADERS ...

It's natural for the executive team to feel some trepidation when a new CEO comes in. Make the effort to understand their fears. One thing I asked everybody was, "What do you

hope I do, and what do you hope I don't do?" Some of the conversations were strategic, and some of them were more personal, but I think I was able to calm some fears and create some value in their minds for what I was bringing to the table.

I came in as we were wrapping up a three-year strategic plan. With that in mind, we looked at our mission, values, and vision. Does where we want to go now line up with all of those? We had some good internal conversations around all of that.



“

Things that were just my ideas before are now my decision.

Ultimately, the buck does stop here.

”

— BRIAN WALDRON, PRESIDENT & CEO, DORT FINANCIAL CREDIT UNION

CU QUICK FACTS

DORT FINANCIAL CREDIT UNION

DATA AS OF 12.31.22
GRAND BLANC, MI

\$1.5B

ASSETS

104,884

MEMBERS

276

FTEs

14.14%

NET WORTH RATIO

1.37%

ROA

ON GETTING TO KNOW THE BOARD ...

The biggest difference for me as a CEO versus my previous jobs is my interactions with the board. You need to have an open line of communication with your board chair from the start. You also must make the effort to establish relationships with each individual board member, just like you do with your staff. That can include things like getting together for double dates, just to get to know each other as people.

I sat down with each board member for what I call “20 questions.” I took notes and summarized their responses.

Then, I wrote emails afterward thanking them for their time. That’s helped me establish a communication style with them, one based on trust and transparency.

Going forward, they might not always like my answers, but we all understand our fiduciary responsibility. Understanding each other’s personal communication style helps us through tough conversations, and I always send an email after a conversation like that thanking them for what we just worked through together.

ON SPEAKING UP LAST AND DECIDING FIRST ...

My experience so far has reinforced to me how important it is to be the last person in the room to speak. I’ve learned over the past two decades — and especially at Hudson Valley, where I learned so much from Mary Madden — that your words as the CEO can steer a conversation into groupspeak.

That’s not what I want here at Dort. You get far more diverse thinking and sharing of ideas if you speak last. I’ve also learned that things that were just my ideas before are now my decision. Ultimately, the buck does stop here.

ON STARTING THE BUCK ...

I’m a firm believer that you can be good at several things but only great at one. I asked our team what we want to be great at first, and we chose lending. We have a new vice president of lending who helped us put some new programs in place and turn up the energy in the lending area. When we started, we were at about 82% loan to share. Now, just a few months later, we’re at about 95%.

ON BEING LONELY AT THE TOP ...

I can see why others feel like it’s lonely to be a first-time CEO. That hasn’t been the case for me because of how we’re working as an executive team and because of the relationships I’ve built with the board.

That said, there are times when the enormity of the corner office can be interesting. I don’t have a set group of peers inside the walls of our credit union. I look over my shoulder, and there’s no one there. That’s why building these relationships is so important. I’m trying to do things a little differently, change the culture a bit. That requires trust and respect among all of us. Building and maintaining that begins with me.

ON THE FIRST 90 DAYS ...

The first 90 days are unique. For the first 30, just listen. To your board. To your staff. You don’t need to make changes right away. That’s an easy way to create trepidation. Just sit back and take it all in while you formulate your plans.

Then, when you get to that 90-day mark, you can have in place the actions you want to take. People get excited about having a new CEO, but after a while, they want to see change and action, too. Doing it right helps ensure they all share in the excitement. ▲

CEO ONBOARDING: JAMES MCBRIDE, PRESIDENT & CEO, *LION'S SHARE FEDERAL CREDIT UNION*

Transparency, empowerment, and clarity of mission helped James McBride make the most of his first year as chief executive.

BY MARC RAPPORT

James McBride had a lot to bring to the table as the new president and CEO of Lion's Share Federal Credit Union (\$72.3M, Salisbury, NC), but he also quickly found out he had a lot to learn.

McBride had been executive vice president of The Tennessee Credit Union (\$417.1M, Nashville, TN) for five years when he was hired in mid-2021 by Lion's Share, a 12,000-member cooperative that serves employees of Food Lion and other grocery chains up and down the Eastern Seaboard.

That stint at The Tennessee was his second there. He started as a part-time teller while attending Lipscomb University in Music City and spent nine years there before departing for four years at Arkansas Federal Credit Union (\$2.1B, Little Rock, AR). He was recruited back to Nashville as a human resources specialist at The Tennessee and then became vice president of operations and finally executive vice president before moving to North Carolina with his wife and what he calls "a collection of animals."

Now he's herding cats of a different stripe in his first role in the top job of a member-owned financial cooperative. Here, he shares tips and lessons he's learned.



JAMES MCBRIDE
PRESIDENT & CEO,
LION'S SHARE FCU



CU QUICK FACTS**LION'S SHARE FCU**

DATA AS OF 12.31.22

SALISBURY, NC

\$72.3M

ASSETS

12,280

MEMBERS

22

FTES

8.48%

NET WORTH RATIO

1.13%

ROA

**ON TAKING THE PULSE
OF THE PLACE ...**

Don't feel like you need to go in at 100 miles an hour and start changing things. I was totally new to the area, and I was replacing a CEO who had been there for a decade. I took the time to find out what's working and what's not working.

You need to establish open communication with your staff to find out the lay of the land and where the pressure points are. I found out quickly that benefits are not very good, so we're now working on that.

Another thing I did is start "Tuesday Talks", where we open up the boardroom from 8:30-10 a.m. and 3:00-5:00 p.m. I work in there, and anyone can come in and talk about anything that's important to them.

You name it; we've probably talked about it. Normally, the conversation is around issues like the call center, how to get more out of our team, sales training, partner relationships, and strategic things like the need for a skip-a-pay product. We now have that.

ON MAKING YOUR MISSION THEIR MISSION ...

Our marching orders are to take care of our members, who work in grocery stores in a dozen different states and don't make that much money. That's why our board has never pursued a merger with any fervor. They're not interested in expanding our FOM or in growth for growth's sake. We just need to find more ways to say "yes" while managing risk responsibly. That's how we're ensuring the integrity of our service to the people we serve.

**VALUES/MISSION/VISION AT
LION'S SHARE FCU****VALUES:**

You can count on us to embrace these values in all that we do in service to each other and our members: courage, compassion, collaboration, credibility

MISSION:

To improve financial lives and provide superior service, solutions, and education to every member, every day, every time

VISION:

To become our members' preferred financial choice and a credit union where members matter most.

For us to succeed, our board, our members, and our staff need to be engaged, and someone in charge has to be working on their behalf. That's my job.

I soon realized this disconnect had grown from our mission, vision, and values. So, together, we've created new values/mission/vision statements while we work to build a collaborative environment. You build credibility when you listen and then act. It shows everyone their concerns matter.

ON COACHING THE HOME TEAM ...

When I arrived, I found an underdeveloped leadership team. This was a group of four people who did their jobs well and had an extraordinary love for the organization but were not used to making a lot of decisions on their own. I'm not speaking ill of anyone — that's just the way things had been done.

To get us where we want to go, I needed to empower this group, to give them each the kind of autonomy to follow through on good suggestions and ideas that I want in my own position.

We use team-building software called TeamOnUp, from a company created by former PCSU CEO Mike

“ I’ve banned the word ‘fail.’ We don’t fail here. We sometimes find ways that don’t work, but there is no failure. ”

— JAMES MCBRIDE, PRESIDENT & CEO, LION'S SHARE CREDIT UNION

Kelly, that has helped each of us grow into the roles we hold and meet or exceed the expectations that exist for each of us. The results have been good. Our loan portfolio has gone through the roof, our investment portfolio has grown in complexity, and we have some new marketing partners helping us do new things.

I’ve also banned the word “fail.” We don’t fail here. We sometimes find ways that don’t work, but there is no failure. This leadership team had been afraid of that. Now we’re not.

ON GETTING ON BOARD WITH THE BOARD ...

Even as the EVP at The Tennessee Credit Union, I didn’t engage with the board members very much. They only met with our CEO, so this was a whole new experience for me.

This board wanted something different from what it had. My predecessor’s strategy was to keep the credit union in the middle, so to speak, to not take a lot of risk or make a lot of changes. When I got here, I realized in our first few meetings the board members wanted to be in growth mode.

That’s a difficult transition, so we began educating them on how a credit union works when it wants to grow. I’ve talked a lot about being vulnerable and transparent, and communicating to one other what’s important.

That’s a strategy that’s always worked for me, and it has again. We’re honest with one another about what works, what doesn’t, and where we want to go. That’s helped me develop a strong relationship with our board members. I’ve built a lot of trust with them in my first year.

3 TIPS FOR THE FIRST 100 DAYS

James McBride shares advice for first-time CEOs. These best practices apply to any new or experienced manager making the move at a credit union of any size.

- Don’t change anything right away. You need a plan for the first 100 days, but that plan shouldn’t be to immediately wreck the place and start over.
- Establish communication and collaboration. Your staff needs the opportunity to get to know you and vice versa. That paves the way for collaboration and trust.
- Focus on understanding the culture. Don’t assume reading call reports and websites will tell you all you need to know. You have to get to know the staff and culture yourself. That, then, should direct how you move forward.

ON BEING THE ONE AT THE TOP ...

The biggest surprise to me as a new CEO is just how lonely it can be. My whole career has revolved around being with and engaging people. It still is, but now I can’t delegate so many of the things that come across my desk or into my email.

The buck stops with me. It doesn’t mean I can’t collaborate. I can and do, but I have to recognize that emotions can get in the way, too. My biggest mistake here was waiting too long to shift some responsibilities around because I was more concerned about feelings than I was about results. I corrected that, but it wasn’t easy.

I’m an emotional person. You might see me cry if you’re around me for any length of time. But your employees are not your peers, and that can be a lonely feeling.

But I’ve also learned that there is a lot of credit union CEO collaboration. This industry is willing to network, to share contacts, and to help one another get from point A to point B. LinkedIn has been a great source for me, too. ▲

CEO ONBOARDING: LAURIE BUTZ, PRESIDENT & CEO, *CAPITAL CREDIT UNION*

Listen before acting, and honor the past while embracing the future — words of wisdom to help a new chief executive settle into the role.

BY MARC RAPPORT

For more than 30 years, Laurie Butz held roles of progressively increasing responsibility in financial services and other businesses. In November 2021, she became president and CEO of Capital Credit Union (\$2.3B, Green Bay, WI).

Before joining the team at Capital, Butz held senior vice president roles at Community First Credit Union (\$5.2B, Neenah, WI), where she started in human resources in 2010 and moved to organizational development, investments, and insurance services in 2014.

Her HR and organizational development work extends back to 1992, when she joined Associated Bank. She held similar roles at a health insurance company and a major business-process outsourcing firm before moving to Community First.

Butz knows onboarding, but taking the helm was a whole new experience. It can be lonely at the top, the new chief executive says, but it doesn't have to be. Butz relies on a network of mentors and colleagues as well as peers inside and outside the credit union industry to forge a bright future for her members and her team.



LAURIE BUTZ
PRESIDENT & CEO,
CAPITAL CREDIT UNION

ON WITHSTANDING THE SCRUTINY OF OTHERS ...

People are paying close attention. They're watching, observing, judging, and interpreting. They're all trying to understand their new leader. I've been in a lot of senior roles and seen this before but never to this extent.

It's not just employees — members and the community are watching, too. Every moment matters. Words matter. I'm careful about how I position things, about how I introduce changes, and about how we recognize when things are going well and when they might not be.

Listening is critical. I started by going to every department meeting across the organization. I didn't ask for more time than we needed to introduce ourselves. I worked to make it clear that I care about what's going on in their areas, that I'm not one-dimensional.

ON ESTABLISHING CREDIBILITY AND AUTHORITY ...

Establishing credibility and authority begins by focusing on the relationship. I spent a lot of time asking questions about what's working and what isn't — my only agenda was to understand.

I try to show the value proposition I'm bringing to the table is to help everyone be stronger, smarter, more successful. I also make sure to demonstrate a willingness to have collaborative conversations. If you've surrounded yourself with really talented people, you don't need to know everything, you just need to know how to use the resources you have.

CU QUICK FACTS

CAPITAL CREDIT UNION

DATA AS OF 12.31.22
GREEN BAY, WI

\$2.3B
ASSETS

118,365
MEMBERS

424
FTEs

11.09%
NET WORTH RATIO

1.12%
ROA

“

Being comfortable with being vulnerable is also essential. If you haven't made a mistake in the past week, you're probably not working hard enough.

— LAURIE BUTZ, PRESIDENT & CEO, CAPITAL CREDIT UNION

”

Being comfortable with being vulnerable is also essential. If you haven't made a mistake in the past week, you're probably not working hard enough. Mistakes are OK. You need to demonstrate that about yourself and about your team.

ON CEO ONBOARDING ...

I know some new CEOs want to start everything anew, but you need to recognize and embrace the overlap, especially in situations like mine. Tom Young had been our CEO for 32 years, and he couldn't have been better to me through this whole process.

We went to every branch together, and he connected me to every vendor and community partnership we have. I'm following in his footsteps by doing regular podcasts to share what's going on at Capital Credit Union. I use them to show my personal side, too. Tom rode off into the sunset, but we're still in touch. He's coming in this afternoon, in fact, to help me think through some staff ideas.

Speaking of mentors, I need to give a shoutout to Cathy Tierney, my CEO at Community First. I hope to honor both her legacy and Tom's with the mark I make here at Capital Credit Union.



PAST PRESIDENT/CEO, TOM YOUNG, AND CURRENT PRESIDENT/CEO, LAURIE BUTZ, SAT DOWN TOGETHER TO ANSWER QUESTIONS ABOUT THE PAST, PRESENT, AND FUTURE OF CAPITAL CREDIT UNION





A ROOM WITH A VIEW? LAURIE BUTZ'S OFFICE LOOKS OUT OVER LAMBEAU FIELD, HOME OF THE NFL'S GREEN BAY PACKERS.

ON MOVING ON FROM THE PAST ...

Honoring our past doesn't mean clinging to it. That feels safe, but it can get in the way of positive change. That's true for me, too. It would be annoying if I told people that's how we always did it at Community First or Associated. I don't do that. I've asked my team to give me the same honor.

If people feel like the ground is safe — that there are no secrets, that you can take your blindfolds off, that you can make mistakes — then we can get beyond the “we always did it like this” mentality. That was yesterday. We're here today. Let's decide together what's best for tomorrow.

ON BOARD ONBOARDING ...

We have a nine-person volunteer board. With the exception of one or two, they're a long-tenured board combined from a merger in 2014 that's still divided in some ways.

The first thing I did was get to know them and their expectations. I spent a lot of time with the chair and vice chair, and then with the rest of the board in a one-on-one social environment. We got to know one another better, and that helped tremendously. We've developed a new model for our board meetings based on the understanding we reached on what was working, what wasn't, and what we wanted out of them.

ON BUILDING RAPPORT WITH THE SENIOR STAFF ...

I think the big challenge was getting people to feel comfortable and safe in the new environment. Tom (Young) was here for 32 years, and our longtime COO retired at the same time.

I'm very different, but I made it clear they didn't have to be afraid of me. I wasn't here to wipe out the whole senior team and bring in my own people. I've helped onboard CEOs a couple of times in my previous jobs, and I know

you need to take the time to assess your senior team. It's important to me to do that and to create opportunities for these individuals to rise to new levels and take on new roles.

Since I arrived, we've had one executive-level departure. It was a contract position that ended with the contract. I just didn't feel the contract element was a good fit. We've also added new positions, including a new chief digital experience officer and a new chief marketing officer. These new positions were created to get us to the next level in member service and market growth. Those are important new strategies for us.

ON THE FIRST STEPS AS A NEW CEO ...

It's not just about meeting people. With an eye on the heart of your mission, you need to get your strategic objectives in place. Part of my background is in facilitation, so I quickly stood up a strategic planning session with our senior team. We had our former CEO there because I wanted his insight about where he was taking the company before he handed it over to me.

Several weeks later, we did another strategic planning session with our board. We brought in Callahan & Associates to facilitate that. Together, those sessions helped us understand our budget and our resources as we decided on the tactics to meet our goals. We put together a scorecard to cascade out to the entire workforce, so everyone understands how they impact the organization as we move forward with these plans. We continue to keep everyone involved.

WANT YOUR OWN STRATEGY SESSION?

Step back from your day-to-day to focus on the future of your credit union. Start your strategic conversation with a planning session from Callahan & Associates. Visit Callahan.com/consulting today to learn more.

ON BIGGEST SURPRISES ... AND BIGGEST MISTAKE ...

Before I threw my hat in the ring for this job, I interviewed CEOs in other industries. One thing I was consistently told was how lonely a place that office can be. I've been pleasantly surprised by how many CEOs from other credit unions and organizations across the country have offered their help and camaraderie. Some of them are new CEOs who offered to get together regularly to talk about what we've learned so far.

My biggest mistake? Well, every once in a while, I can forget why I'm doing this. Why have I pursued these expanded roles? Why am I trying to move up the ladder? People can lose their passion for things when they forget why they're doing it in the first place. You need to know the why for this journey you're on, and you need to regularly revisit it. I do now. ▲

EXIT INTERVIEW: BENSON PORTER, PRESIDENT & CEO, *BECU*

Even after retirement, this longtime credit union executive plans to continue advocating for the industry.

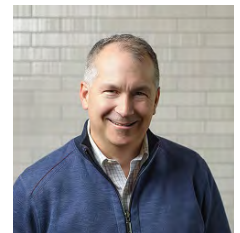
BY MARC RAPPORT

BECU (\$28.8B, Tukwila, WA) recently said goodbye to Benson Porter, the 35-year financial services veteran who helmed the iconic Pacific Northwest institution through 10 years of growth during which the cooperative tripled in assets and cemented its position as an innovator in technology and products.

Porter's retirement took effect at year's end. He joined the credit union movement as president and CEO for First Tech FCU (\$15.9B, San Jose, CA) in 2007 after holding senior positions at Washington Mutual and Key Bank. He previously spent six years as staff director and senior counsel for the Washington State Senate Banking Committee.

Porter's leadership roles included serving on the boards of the Federal Home Loan Bank of Des Moines, CU Director, and CO-OP Financial Services, and most recently as a member of the Pro Equity Anti Racism (PEAR) advisory committee for the Washington Department of Financial Institutions.

Here, Porter reflects on his legacy, his credit union, the industry, and what he hopes for their future.



BENSON PORTER
PRESIDENT & CEO,
BECU



“

The credit union ‘people helping people’ philosophy is our differentiator and should continue to propel our industry forward.

”

— BENSON PORTER, PRESIDENT & CEO, BECU

CU QUICK FACTS

BECU

DATA AS OF 12.31.22
TUKWILA, WA

\$28.8B

ASSETS

1.4M

MEMBERS

2,742

FTES

10.66%

NET WORTH RATIO

0.36%

ROA

WHY DID YOU MAKE THE MOVE FROM BANKS TO CREDIT UNIONS? LOOKING BACK, HOW DO YOU FEEL ABOUT THAT MOVE NOW?

Benson Porter: I’ve always been impressed and inspired by the impact that financial institutions can have on their communities. Washington Mutual always saw itself as an alternative to big banks and advocated for its consumers. Credit unions take that a step further. We’re accountable to our members and the return on value we provide, and I’m proud of the impact we’ve made on our members.

Two good examples: During my time at BECU, we listened to a need from our members and entered business banking to serve small businesses in our communities. That has grown into a substantial business for BECU. Additionally, we expanded our repricing program beyond credit cards to other loan programs to reward members by automatically reducing their interest rates for positive financial behaviors, such as improving their credit scores.

HOW HAS THE CREDIT UNION INDUSTRY CHANGED DURING YOUR CAREER?

BP: The most notable change is technology. When I started at First Tech, iPhones had just hit the market. Mobile banking through a phone application was unthought of. In the years since, and especially through the COVID-19 pandemic, mobile banking has become the norm for many Americans.

It’s our largest “branch” at BECU. Members can make payments, transfer funds, deposit checks and check their account balances without having to step inside a Neighborhood Financial Center. At BECU, we continue to invest in both our digital and physical spaces to ensure we serve our members however they choose to engage with us.

What hasn’t changed during this time is our commitment to serving the financial wellbeing of our members and their communities. The credit union “people helping people” philosophy is our differentiator and should continue to propel our industry forward.

WHERE DO YOU THINK CREDIT UNIONS ARE HEADED NOW AND WHY?

BP: My hope is that credit unions become the preferred choice for consumers on a national scale and more consumers understand they have alternative options for financial services. The cooperative credit union structure is a terrific model, and we can leverage the power of the cooperative for members in even more ways.

WHAT IS YOUR BEST ADVICE FOR SOMEONE ASSUMING A LEADERSHIP ROLE IN THE INDUSTRY TODAY?

BP: If I could give my successor, or other leaders, a piece of advice, it would be to foster the people and the culture that your organization has in place. Identify the aspects that really work and differentiate the organization by intensifying those things. Also, if you’re looking for an answer to a difficult question, I’ve learned the best answers most likely lie within the organization itself. Listen well and seek out the advice of others.

WHAT WOULD YOU LIKE TO BE REMEMBERED FOR FROM YOUR WORK AT BECU?

BP: I am most proud of helping to reinforce the culture my predecessor, Gary Oakland, fostered so well at BECU. Our employees are the glue of our organization, and we've worked hard to keep our culture intact as we grew over the past decade. One way we've done that is by formalizing BECU's purpose and our five core values. Being intentional about how we describe our culture has reminded us why we exist and how we will engage with one another. Our members benefit greatly from the values and purpose that drive our work forward.

WHO WILL REPLACE YOU AT BECU?

BP: Recruiting efforts for my successor are underway. BECU is committed to hiring a leader who is purpose-driven and culture-focused and who will further leverage our strengths to lead us into the future.

[Note: BECU announced in late 2022 that Porter would be succeeded by Beverly Anderson, a former vice president with Wells Fargo and American Express, among other roles.]

WHAT WOULD YOU LIKE TO BE REMEMBERED FOR FROM YOUR WORK IN THE CREDIT UNION INDUSTRY?

BP: The credit union industry is unique in that we partner with and learn from one another. I'd like to be remembered for advocating for the industry and working with other credit union partners to grow our market share both in Washington and across the nation.

HOW DOES IT FEEL NOW? WHAT ARE YOUR PLANS FOR RETIREMENT?

BP: Even though my retirement is fast approaching, it's still a bit surreal.


My sons are now young adults, and I'm excited about the opportunity to spend more time with my family. I also love anything with two wheels, so I look forward to having more time with my motorcycle, road bike, and mountain bike. Finally, I'm interested in finding more ways to give back through community and board service.

Most of all, I want to keep learning new things.

WHAT'S LEFT ON YOUR BUCKET LIST?

BP: So many things. I'm planning a motorcycle trip to Alaska in the near future, something that has been postponed several times due to the pandemic. Also, as a proponent of lifelong learning, I hope to build new skills by taking cooking classes and maybe even learning to fly. With retirement, the possibilities are endless.

WHAT ARE YOUR FINAL WORDS TO THE CREDIT UNION INDUSTRY?

BP: As an advocate for the industry, I hope to continue to provide support, so I hope this isn't a goodbye. However, as I reflect on my time as president and CEO, I'm reminded of something my father taught me: It is all about people. Your members. Your employees. Your community. If you center your decisions on people, you can't go wrong. 

EXIT INTERVIEW: MAURICE SMITH, RETIRED CEO, *LOCAL GOVERNMENT FCU*

A half-century of service hasn't come completely to an end for this pioneer of credit union innovation and diversity.

BY MARC RAPPORT

When Maurice Smith retired recently as CEO of Local Government FCU (\$3.9B, Raleigh, NC), he left behind a long, diverse legacy of both service and innovation. Smith had spent 13 years with State Employees' Credit Union (\$52.1B, Raleigh, NC) when he joined LGFCU, a SECU spinoff — a credit union within a credit union — chartered to serve local government employees across the Tarheel State through SECU's existing branch network.

That was in 1992. In 1999, Smith was promoted from executive vice president to CEO, a post he held until he retired on Jan. 13 this year. Besides helping LGFCU grow into a multi-billion-dollar, 400,000-member cooperative, Smith also led the creation of yet another spinoff, Civic FCU (\$113.8M, Raleigh, NC).

Civic was chartered in 2018 to serve the business lending and mobile technology needs of LGFCU's existing membership. Smith also served as Civic's CEO until his retirement.

Beyond his day-to-day duties, Smith has held senior leadership roles with CUNA, Filene Research Institute, African-American Credit Union Coalition, National Cooperative Bank, and many more. He's also found the time to graduate from law school and practice as a member of the bar associations for North Carolina, the District of Columbia, and the U.S. Supreme Court. He also is a court-certified mediator and a respected speaker and expert on such topics as diversity, corporate governance, law, and leadership.

Here, Smith looks back on his distinguished career and forward to what's next.



MAURICE SMITH
RETIRED CEO,
LOCAL GOVERNMENT FCU
AND CIVIC FCU

“ I would like to be remembered for the relationships I’ve come to treasure. I want to be seen as a person who valued collaboration to get things done. ”

— MAURICE SMITH, RETIRED CEO, LOCAL GOVERNMENT FCU

CU QUICK FACTS

**LOCAL
GOVERNMENT
FCU**

DATA AS OF 12.31.22
RALEIGH, NC

\$3.9B

ASSETS

399,268

MEMBERS

211

FTES

10.48%

NET WORTH RATIO

1.02%

ROA

HOW HAS THE CREDIT UNION INDUSTRY CHANGED DURING YOUR CAREER?

Maurice Smith: As you might imagine, much has changed since President Jimmy Carter was in office. First, there’s the technical aspect of the business. In 1979, loan underwriting was a manual process. Data analytics was personal, obvious observations of what was occurring in our neighborhoods.

Today, the business is much more sophisticated. We have analytical tools that run at the speed of light. We source data from multiple platforms. We offer far more products today. We know more about our members and ourselves than ever before.

But there is a cautionary tale here. Modern advancements are not absolute substitutes for personal relationships and experience. Credit unions should be mindful of the social aspect of our business — we bring people together in important ways. We must resist the temptation to rely on the commoditization of our business as a natural evolution.

WHERE DO YOU THINK THE MOVEMENT IS HEADED?

MS: Today, there are fewer than 5,000 credit unions in the wild. When I started my career, there were upwards of 18,000. The year 1943 was the last time we had fewer than 5,000 credit unions in the USA.

This is more than a novel data point. It appears the credit union movement is heading toward being an industry where size matters most. Size is important for scalability and meeting the growing complexities of financial management, but there is a place for community cooperative representation that should not be overlooked.

I don’t want to sound like a naysayer on growth. I was part of a large credit union. But we should not discount the social value of smaller credit unions that are the lifeblood of their memberships in thousands of communities around the country.

HAS THE IMPORTANCE OF CREDIT UNIONS IN SERVING THE UNDERSERVED AND UNDERBANKED CHANGED IN RECENT YEARS?

MS: Heck no! The mandate to serve the underserved is more important today than it ever was. Underserved communities face lots of obstacles. There are wolves in business clothing who will fleece members with predatory practices and prices when given the opportunity. Credit unions might be the last bastion of pure democratic member engagement that remains.

Every credit union story starts with some variation of this message. The credit union founders recognized the need for honest financial services for those of modest means. I don’t recall ever hearing a credit union boast it was founded by wealthy people to scratch one another’s backs. Serving underserved people is embedded in our DNA.

HOW CAN CREDIT UNIONS REMAIN RELEVANT TODAY ... AND TOMORROW?

MS: Stay on message. Look, credit unions can compete with any other type of financial company. We offer fantastic services, affordable prices, and good user experiences, but consumers want more. Consumers want to do business with an institution that reflects their values. They want to know they matter in the grand scheme of things.

Credit union members want value and functionality. They are socially conscientious. Credit unions have a story to tell that cannot be matched by other financial companies.

WHAT WOULD YOU LIKE TO BE REMEMBERED FOR FROM YOUR WORK AT SECU, LGFCU, AND CIVIC?

MS: I would like to be remembered for the relationships I’ve come to treasure. The friendships have been warm and enduring. I want to be seen as a person who valued collaboration to get things done.

I would often ask young people starting their career to plan their retirement party. I nudge them to imagine a time when we will gather in the breakroom wearing silly party hats, holding a cupcake, and making remarks about them. What would they want their colleagues to say?

If you want to be remembered for being kind, helpful, professional, dependable, and other positive traits, then live those qualities today. I want the same to be said of me.

WHAT WOULD YOU LIKE TO BE REMEMBERED FOR FROM YOUR WORK IN THE CREDIT UNION INDUSTRY AS A WHOLE?

MS: I have served on several boards in the movement. One might think I'm a busybody. Fact is, there are so many crucial works at play in the movement, I was drawn to be a contributor.

I was fortunate to be in the room when important decisions were being made. I've witnessed the unwavering focus on members in every decision. I've served alongside colleagues who were doggedly fixated on our cooperative values. I'm proud to have played a role in strengthening the movement alongside people committed to doing the right thing every time.

I want to be acknowledged as a team player. I deserve no more credit than that.

“

Credit union members want value and functionality. They are socially conscientious. Credit unions have a story to tell that cannot be matched by other financial companies.

— MAURICE SMITH, RETIRED CEO,
LOCAL GOVERNMENT FCU

”

WHAT ADVICE DO YOU HAVE FOR SOMEONE ASSUMING A ROLE LIKE YOURS IN THE INDUSTRY TODAY?

MS: With all the complex issues one will face when putting themselves in the role as a defender of our credit unions, stay grounded. It is imperative credit union leaders keep line of sight on what truly matters. Regulations, political advocacy, technology, investments, governance, operations, and the economy are important, but the members come above all.

Always keep in mind that in every state, in every community, in every home, there are members forced to

make important kitchen table decisions — how to make ends meet, repair a broken-down vehicle, help an aging parent, save for the kids' college. At the intersection of these dilemmas, our members are depending on their credit union to have the answers.

Leaders must not overlook these facts. If someone wants to make a difference, you must remember why our credit unions exist. If we pollute our focus with matters that distract us from the membership, we have lost our souls.

WHAT NOW? WHAT ARE YOUR PLANS FOR RETIREMENT?

MS: My professional coach raps me on the knuckles when I call this new season “retirement.” She says I'm not going home to sit on the front porch and count the squirrels. She's right. I want to remain productive.

I plan to continue my law practice. My clients are mainly religious organizations and nonprofits. I find this work rewarding. I also help individuals work through some of their legal consumer issues. I find combining the spirit of credit unions with the discipline of the law prepares me to help people make better decisions in their lives.

I also am entertaining some opportunities to consult and collaborate with credit unions on strategic matters. If my experiences can be helpful to others, I'm happy to engage.

WHAT'S LEFT ON YOUR BUCKET LIST?

MS: My wife says we're going to have fun whether I like it or not. We're on a trek to visit all 50 states. Four more to go. Afterward, we plan to travel and see our national treasures and appreciate all the beauty our country has to offer.

WHAT ARE YOUR FINAL WORDS TO THE CREDIT UNION INDUSTRY?

MS: Let's put this in the context of a courtroom. Imagine there's a case between credit unions and all other financial providers. The issue for debate is who is better for consumers. The jury is our members. All the evidence has been presented. The closing arguments await.

I would state underserved and underrepresented people are the victims of bad actors. There is irrefutable proof that credit unions are better for consumers than profit-driven institutions with loyalties to investor stakeholders. Credit unions remain the pure choice for consumers who want an equal governance stake in their finances.

I rest my case. The verdict is in. Credit unions are the best choices for consumers. The court of public opinion orders credit unions to take their place as the best choice for consumer justice. Popular opinion agrees the future for credit unions is enduring and bright. ▲

EXIT INTERVIEW:

DAVE ROUGHTON, FORMER PRESIDENT & CEO, *SAFE CREDIT UNION*

From the coin vault to the corner office, Dave Roughton looks back on a career and to the future of an industry with impact in mind.

BY MARC RAPPORT

A dumbwaiter and mechanical coin counter were tools of the trade for Dave Roughton when he began his career at SAFE Credit Union (\$4.5B, Folsom, CA). How times and tools have changed.

Roughton, who retired at the end of December, started at the credit union in 1983 working the cash vault (staff used the dumbwaiter to move coins between floors). But for a seven-year absence to earn his MBA and then work for a major accounting firm, Roughton has spent his working life helping guide the financial, technological, and member growth of the Sacramento cooperative.

Roughton became president and chief operating officer of SAFE in 2013. He moved up to president and CEO in 2016 after his longtime mentor, Henry Wirz, retired. Roughton, himself, is succeeded by Faye Nabhani, who has served as executive vice president and chief credit officer since 2016.

Here, Roughton talks about the industry he served for decades, his own career, and the importance of a mentor. He also offers a peek into what life in retirement might look like.



DAVE ROUGHTON
FORMER PRESIDENT & CEO,
SAFE CREDIT UNION



“Living out our cooperative nature gives us the ability to leverage our not-for-profit status to serve folks who need us most. That will be our strategic advantage in the long run.”

— DAVE ROUGHTON, RETIRED PRESIDENT & CEO, SAFE CREDIT UNION

CU QUICK FACTS

SAFE CREDIT UNION

DATA AS OF 12.31.22
FOLSOM, CA

\$4.5B

ASSETS

243,498

MEMBERS

784

FTEs

8.74%

NET WORTH RATIO

0.74%

ROA

HOW HAS THE CREDIT UNION CHANGED DURING YOUR CAREER?

Dave Roughton: By leveraging technology, we've been able to invest in new, member-centric tools that enable us to serve our members in ways they find convenient. Our focus on growing online and mobile access has been critical to generating greater loyalty among our members. I'm proud of having the top-rated mobile app in our very competitive marketplace.

Now, that's also created challenges. The fintech industry grew out of the internet and technology boom and created a whole new layer of

competition that we'd have been foolish not to pay attention to while we charted our own strategic path.

HOW HAS YOUR OWN CAREER CHANGED THROUGH THE YEARS?

DR: After my time in the cash vault I became an assistant vice president, where I got to lead our new cards services programs as we joined emerging networks like STAR and CO-OP. We also replaced our ATMs with new technology — something we've kept doing now for years. Then I acted on the desire I always had to move into the financial side of the business.

I decided to pursue an MBA from the University of California-Davis and left SAFE with the promise from Henry that there would be a job for me when I was ready to return. I spent more than seven years with Arthur Andersen

here in Sacramento and had the pleasure of SAFE being one of my audit clients.

Working in public accounting transformed my career. It taught me how to be professional, what it meant to be an executive, how financial statements work, how businesses operate, and how strategic decisions can determine whether your business wins or loses.

In 1999, Henry offered me the CFO job. I enjoyed the work I was doing at Arthur Andersen but was at a point where I had to think about whether it was a long-term career. In companies like that, you're either moving up or moving out. I thrived in that environment but came to the realization that my career passion wasn't to become a partner in a major public accounting firm.

WHERE DO YOU THINK CREDIT UNIONS ARE HEADED?

DR: I'm optimistic about our future, but it's getting more and more expensive to run a credit union. The investment in technology to stay relevant to consumers and to protect their data is massive. The advent of the CFPB coming out of the financial crisis adds to the resources needed to manage a mountain of new regulations. In that regard, I'm particularly proud of the California Credit Union League and CUNA for what they've done to influence our elected leaders around putting consumers first.

The demands of technology, competition from traditional financial institutions and fintech, and regulatory costs mean the number of credit unions and banks is going to continue to decline. But we also have a great opportunity to drive growth in membership and market share. I'm convinced of that.

The true strength of our industry is our cooperative nature, which lends itself to being innovative on an industry scale in ways that individual credit unions can't. Because we share ideas and resources, I think the future is incredibly bright for credit unions.

I also believe the roots of our industry, how we serve the underserved, has never been more important given the growing disparity between the haves and have-nots in our nation. Data shows the income gap continues to grow, and our ability as an industry to serve those who are underserved, underbanked, or unbanked remains a critical component of what we have to be as an industry.

Living out our cooperative nature gives us the ability to leverage our not-for-profit status to serve folks who need us most. That will be our strategic advantage in the long run.

WHAT ADVICE DO YOU HAVE FOR SOMEONE ASSUMING A LEADERSHIP ROLE IN THE INDUSTRY TODAY?

DR: Always hire people smarter than yourself. Once you start to believe you're the smartest person in the room, that's when you get into trouble.

WHAT WOULD YOU LIKE TO BE REMEMBERED FOR FROM YOUR WORK AT SAFE?

DR: I'd like to be remembered as a good collaborator, partner, and advocate for our industry, our community, and our workforce. I love the cooperative nature of our industry. That has set a tone for how I've led during my career.

WHAT'S NEXT FOR YOU?


DR: I don't expect to step away from the business community here, but what I do next needs to be both meaningful and enjoyable. I worked a long time at SAFE and loved my time there. The people I worked with and the leadership we have in place have set a high bar I'm going to hold tightly to as I move into new opportunities into the future.

I'm joining my wife in retirement. She was an art professor for 40-plus years, and we intend to do more traveling with friends and family.

My father-in-law was a concert violinist with the Budapest Symphony in Hungary, and that was always inspiring to me. I'd like to learn to play the violin. Now I have the time to try it and hopefully not torture myself too much.

WHAT ARE YOUR FINAL WORDS TO THE CREDIT UNION INDUSTRY?

DR: I'm a firm believer that it's not the number of credit unions that matters, it's the number of members we serve. Member growth secures our industry and strengthens our impact.

Whenever I talked to elected leaders, particularly in DC, I didn't talk about the number of credit unions, I talked about the number of members we serve. We have only 8% of deposits but we represent more than one-third of all Americans. Serving the underserved, underbanked, and unbanked remains fundamental to our strength as an industry. 

EXIT INTERVIEW: TRACIE KENYON, PRESIDENT & CEO, *MONTANA'S CREDIT UNIONS*

Montana's Credit Unions' longtime leader leaves a legacy of service, collaboration, and independence.

BY MARC RAPPORT

When Tracie Kenyon retires in May as president and CEO of Montana's Credit Unions, she'll leave behind a legacy of 22 years of service to the league that includes deepening its service to the state's cooperatives and their members. And while leagues nationwide merged during Kenyon's tenure, Montana's credit unions proved an exception to that trend and now boasts 100% membership among the state's 45 credit unions.

Kenyon's career with credit unions extends back to March 5, 1985, when she began an 11-year run with four different cooperatives in the Northwest, where she served increasingly responsible roles before entering the league space in Utah in 1996. She took over in Montana in 2001.

During that tenure, she helped lead the creation and success of such initiatives as Montana Credit Unions for Community Development, a charitable organization involved in outreach, development, and advocacy; and the Montana Credit Union League Group Benefit Trust, a self-funded benefit plan for Montana credit union employees that combines financial wellbeing with a holistic approach to general wellness.

Kenyon also has earned the accolades of her league peers, including the December 2022 presentation of the Eagle Award, the highest honor bestowed by the American Association of Credit Union Leagues.

"Tracie is generous with her time in a variety of ways — from mentoring individuals to supporting organizations through board service," said Jeff Olson, chair of the AACUL and president and CEO of the Dakota Credit Union Association, in an announcement. "There are countless people in our industry who have benefited from Tracie's insight and support over the years."



TRACIE KENYON
PRESIDENT & CEO,
MONTANA'S CREDIT UNIONS

“

Consumers deserve the opportunity to engage with a financial cooperative. It's our job to ensure the option continues to be available.

”

— TRACIE KENYON, PRESIDENT & CEO, MONTANA'S CREDIT UNIONS

WHAT WAS YOUR CREDIT UNION CAREER PATH BEFORE YOU CAME TO MONTANA?

Tracie Kenyon: I worked for four natural person credit unions in Washington and Oregon in jobs that included phone receptionist, real estate loan manager, collector, IRA coordinator, training manager, and marketing director. That was from March 1985 to September 1996. Then from September 1996 to September 2001, I worked for the Utah League of Credit Unions in several capacities, ending as senior vice president for dues-supported services. It strengthens our impact.

Whenever I talked to elected leaders, particularly in DC, I didn't talk about the number of credit unions, I talked about the number of members we serve. We have only 8% of deposits but we represent more than a one-third of all Americans. Serving the underserved, underbanked,

and unbanked remains fundamental to our strength as an industry.

BEYOND YOUR DUTIES AT MONTANA'S CREDIT UNIONS, WHAT OTHER ROLES HAVE YOU FILLED IN THE CREDIT UNION MOVEMENT?

TK: I've served on the National Credit Union Foundation board; as chair of the Member Service Group board; on the AACUL board (including one year as chairman); for 11 years on the Filene Research Institute board, including three as chairman; and I'm currently treasurer of the Western CUNA Management School board, where I've served for a total of eight years.

TRACIE KENYON AND HER HUSBAND, EDDIE BLACK, AND DAUGHTER, KYLIE KARLS, AT KYLIE'S GRADUATION FROM THE UNIVERSITY OF MONTANA IN MAY 2022. EDDIE IS PRESIDENT AND CEO OF VOCAL CREDIT UNION (\$52.3M, HELENA, MT), AND KYLIE IS AS A UNIVERSAL ASSOCIATE AT CLEARWATER CREDIT UNION (\$940.9M, MISSOULA, MT). "WE'RE A CREDIT UNION FAMILY," TRACIE SAYS.



HOW HAS THE CREDIT UNION INDUSTRY CHANGED DURING YOUR CAREER? WHERE DO YOU THINK IT'S HEADED?

TK: Credit unions have become more complex, offering more products and services. And since HR 1151 in 1998, we're more politically engaged. Meanwhile, credit unions continue to provide the best services to their member-owners. Happily, I see a resurgence and commitment to cooperative values, which is one of our key differentiators.

WHAT ADVICE DO YOU HAVE FOR SOMEONE ASSUMING A ROLE LIKE YOURS IN THE INDUSTRY TODAY?

TK: Keep purpose constant. Consumers deserve the opportunity to engage with a financial cooperative. It's our job to ensure the option continues to be available.

WHAT WOULD YOU LIKE TO BE REMEMBERED FOR FROM YOUR WORK AT THE LEAGUE?

TK: I'm most proud of the fact we have had 100% affiliation for most of my tenure through building beneficial programs such as Montana Credit Unions for Community Development, a 501(c)3 that works through Montana credit unions to improve the social and economic wellbeing of all Montanans. As a benefit to credit union employees, we also created a self-funded health benefits program to offer affordable employee health insurance and other group benefits.

WHAT WOULD YOU LIKE TO BE REMEMBERED FOR FROM YOUR WORK IN THE CREDIT UNION INDUSTRY AS A WHOLE?

TK: I would like to be remembered as a passionate advocate for cooperative credit, a person who created synergies, and someone with a kind and open heart.

HOW ABOUT THE ROLE OF LEAGUES? HOW HAS THAT CHANGED AND WHERE DO YOU THINK THAT'S HEADED?

TK: Leagues continue to be an important part of the credit union system. Although our service offerings might evolve, our mission remains the same: elevating credit unions' stature through political, philanthropic, and philosophical advocacy.

DO YOU THINK YOUR LEAGUE WILL MERGE OR REMAIN AS IS? WHY?

TK: It's the desire of the members of the Montana Credit Union League to remain independent. We believe our members are best served by a local entity, and, even though we're a less populated state, we're important to the entire credit union movement as both of our senators serve on the Senate Banking Committee: Sen. Jon Tester (D-MT) and Sen. Steve Daines (R-MT).


WHAT ARE YOUR PLANS FOR RETIREMENT?

TK: I've become a certified professional coach and intend to work with credit union professionals to help them achieve their goals. I have always been fascinated with talent development and am excited to work with individuals who are ready to develop into their best selves.

WHAT'S LEFT ON YOUR BUCKET LIST?

TK: As a lifelong learner, I am hoping to become DEI certified, continue to develop my coaching skills, and share the good news about credit unions. Oh, and I'd like to spend more time with my family!

WHAT ARE YOUR PARTING WORDS FOR THE CREDIT UNION INDUSTRY?

TK: I'm so proud to have served in an industry — movement — that places the highest value on people. Other industries try to project something similar, but it's mostly a false narrative because of their for-profit structure. I'm deeply in love with the ideal of cooperation. The idea that people pool their resources to allow everyone an opportunity for financial success still brings tears to my eyes. 

Note: Shortly before this issue went to print, the Montana league named Gerry Singleton, a longtime employee of CUNA Mutual Group, as Kenyon's successor.

2023 INNOVATION SERIES

SETTING THE STAGE FOR SUCCESS

The annual Innovation Series from CreditUnions.com, now in its sixth year, showcases how creative companies are helping to transform the credit union industry. Once again, we've identified twelve finalists across three categories.

After pitching their solutions to CreditUnions.com readers, who subsequently voted on their favorite company, we're pleased to officially announce the winners of the 2023 Innovation Series.

MOBILE / DIGITAL

MEET THE FINALISTS

MANTL



Name

MANTL

HQ

New York, NY

MANTL is a fintech firm offering omnichannel account origination software for credit unions. Customers have raised billions in deposits to date. Consumer Deposit Origination by MANTL is among the fastest and most performant solutions on the market, empowering net-new members to open accounts in under three minutes, enabling existing account holders to open additional accounts with just one click, and reducing fraud by as much as 67%.

Name

Eltropy

HQ

Milpitas, CA

Eltropy is the leading digital communications platform for community financial institutions (CFIs). Its AI-driven communications tools empower CFIs to communicate, automate, improve operations and engagement, and increase productivity across the institution — all while maintaining the highest standards of security and compliance. Using Eltropy's platform, CFIs can connect with their consumers anytime, anywhere.

WINNER



Name

VisiFi

HQ

Hoover, AL

VisiFi's Digital Banking Solution presents members with an end-end experience from opening an account and applying for a loan, to immediately funding and utilizing this award winning mobile and online application. All within a single, consistent, intuitive, and seamless process that enables CUs to exceed the demands of digital consumers.



Name

CSPI - Aurora Advantage

HQ

Jefferson City, MO

Aurora Advantage focuses on the needs of today's progressive credit unions to meet growing demands of account holders by providing Next Gen core solutions, digital banking suite, online lending & account opening, and document management. We support an open banking architecture for small and mid-sized credit unions.





SPEAKING THE SAME LANGUAGE

**Building behavioral
science into a joyful
loan experience.**

Deciphering bank terminology doesn't get members any closer to their financial goals. But creating a joyful member experience that speaks their language in a way that's specific to their finances, their needs and their behaviors sure does.

By incorporating behavioral science techniques and AI into new technology, VisiFI, a part of Dedagroup, an Italian group operating in the software and digital business fields, and its partner organizations created workflows that led to greater joy, control and personalization for members. The result? Bringing more loans back to the credit union.

**Make sure your message isn't
lost in translation –
visit VisiFI.com.**

VISIFI

VisiFI.com

877-847-4346

Financial Strength, Experience, Innovation



LENDING**MEET THE FINALISTS****Name**

Pulsate

HQ

Dublin, Ireland

Increase wallet share and deepen member engagement — get the right offer to the right member in their moment of need. Pulsate delivers highly personalized offers into the palm of members' hands, with one click to activation. With Pulsate you can automatically be there for your members when and where they need you.

WINNER**Name**

CU NextGen

HQ

Blue Ash, OH

CU NextGen is the CUSO dedicated to bringing next-generation technology to credit unions, helping them improve the service delivered to their members, the daily experiences of their staff members, and the efficiency of their operations.

**Name**

equipifi

HQ

Scottsdale, AZ

Equipifi is a fintech SaaS powering banks and credit unions with Buy Now, Pay Later solutions that align with their cardholders' financial goals. equipifi helps financial institutions deepen engagement, grow market share, increase revenue, and provide a single place to view, accept, and manage BNPL plans on the banking app.

**Name**

SYFRR (JettCredit)

HQ

Springfield, MO

SYFRR provides an end-to-end, AI-enhanced, real-time lending automation platform that works to humanize digital lending. The simple-to-use platform completes the entire lending process, including signature-ready documentation, within a few clicks. Previously unreachable and unprofitable opportunities are transformed into bottom line value via a simple click or scan.



Award winning innovation made easy.

**CU NextGen named 2023 Innovation
Series Winner in Lending.**

Thank you CreditUnions.com and industry leaders for recognizing the CU NextGen Automated Microloan as an industry leading innovation!



AUTOMATED MICRO LOAN

TRUSTED PARTNER USE CASE

200 LOANS/MO.

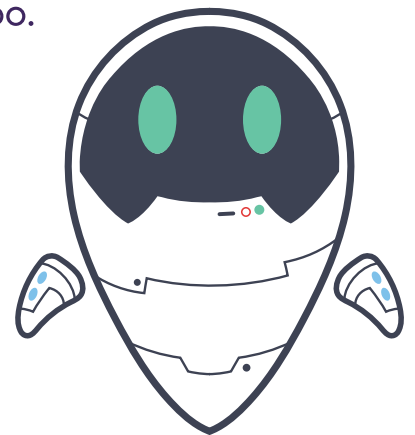
EQUALING

\$300,000 /MO.

Built on CU NextGen's no-code app platform, the Automated Microloan allows members to quickly complete a loan application via online banking 24/7 – and then see if they qualify for quick cash when they need it most. With the power of automation, decisions are made quickly, and funds are deposited into their accounts within minutes, saving credit union employees their time, too.

Discover More:

cunextgen.com | info@cunextgen.com



MEMBER EXPERIENCE

MEET THE FINALISTS

WINNER

SUNDAYSKY

Name

SundaySky

HQ

New York, NY

SundaySky helps credit unions drive better member engagement through the combined power of video and personalization. Our easy-to-use platform offers the video expertise needed to quickly and efficiently create, personalize and deliver videos at an unmatched scale across any member moment, channel, and audience helping to drive better business outcomes.



Name

Quinte Financial Technologies

HQ

New York, NY

Quinte Financial Technologies (Quinte) is a FinTech solution provider headquartered in New York. Quinte empowers CUs with its finely calibrated combination of technology and expert services powered by 24X7 member support services. CUs leverage data-driven insights, operational efficiency and provide superior member experiences.



Name

NCR Terafina

HQ

San Ramon, CA

NCR Terafina provides a simple and secure onboarding sales platform for credit unions across all channels (digital, call center, and branch) and across a multisuite of products that span deposits and loans for consumers and businesses.



Name

Vertice AI, Inc.

HQ

Athens, GA

Vertice AI empowers credit unions to know, grow, and measure each member's economic participation with actionable AI. Leveraging modern, cloud-based advanced analytics and the data that credit unions already have, we provide member-focused growth opportunities and recommendations. Our solution refines complex data down to a consumable format, allowing credit union leaders to create targeted member engagement that drives deeper product relationships and real growth.

GREAT MEMBER ENGAGEMENT STARTS WITH VIDEO

The combined power of video and personalization is easier than ever with the SundaySky Video Platform:

- ▲ Create videos in 75% less time
- ☾ Personalize every video based on data
- ✕ Distribute on any channel
- Support any moment in your member or employee journey

Learn more at
WWW.SUNDAYSKY.COM/CU



Powering video for:

THE LAST WORD

I NEEDED A CREDIT CARD. MY CREDIT UNION COULDN'T HELP.

After seeking a credit card to use during a semester abroad, a college student laments that her credit union couldn't meet her needs as well as a fintech.

BY MARIT HOYEM

I am a junior at Williams College studying English and leadership, with concentrations in communications and volleyball. Last summer, I was an intern at Callahan & Associates. Part of my duties there involved writing about the financial habits of my generation. That included their needs, how they get information, and how credit unions can attract Gen Z by helping them be more confident about their finances, especially using credit.



MARIT HOYEM

My reporting last summer taught me a lot. But then, I became a case study.

THE NEED FOR CREDIT

My search for a credit card began when I arrived home from college for winter break. I am spending the spring semester abroad in Edinburgh, Scotland, and my meal plan



THE LAST WORD

and other college expenses are not included automatically in my tuition payment.

To support this new far-from-home experience, I needed a credit card to easily conduct transactions in the local economy. Also, I wanted to start building credit before I left the United States to learn what living outside the Williams College prepaid “financial bubble” would require.

LOOKING FOR OPTIONS

First, I talked to my mom and sister, both of whom have several credit cards. We are all members of the same credit union, and they encouraged me to look there as well as seek other options. What kind of benefits did other providers have for college students?

I started researching online, looking for the best rated credit cards for students, credit cards for people with no credit, and credit cards without foreign fees. The options were overwhelming.

I didn’t want to discount the big banks because of the extensive rewards they offer. I assumed I would travel and dine out a lot while in Europe, and I wanted to see what I could earn in return for those expenditures. However, the application for the first major card I tried was intimidating. I don’t have much of a job history other than summer internships and part-time campus work, and I have no outstanding credit. I also felt uneasy getting a card from a bank or fintech where I had no pre-existing relationship. How would they know I was reliable? Was there a catch in their offer?

So, I asked for a card from the credit union where I have been a member since high school.

One option on my credit union’s website met my criteria: no foreign transaction fees, no annual fee, and a high enough credit limit. I set up an appointment with someone in the lending department where I could present my case — I believed explaining my income, my semester abroad, and the need for the card now would be more effective in person.

The credit union offered a secured card backed by my savings account. I had to show my most recent part-time pay stub from school, which the loan officer used to determine my credit limit.

Needless to say, it was not very high.

During my online searches, I found a card through Deserve, a fintech backed by multiple banks that offers a variety of credit card options, including one designed to help students build credit. The online application asked similar questions to my credit union, which made the process familiar, and a clean user experience on the website made the process easier. Within a week, I learned my application had been approved — with a card limit much higher than my credit union’s offer and not limited by my monthly income.

SEEKING FIRST-TIME CREDIT

This experience taught me the benefit of getting a credit card at a young age, but it also brought to light some hurdles to obtaining a card. Seeking credit for the first time can be super intimidating. However, the sooner I start building credit and paying bills monthly, the more comfortable I will be using credit when necessary.

As an existing credit union member, it was easy for me to walk into a branch, talk with an employee, and obtain an approval. That isn’t possible for students who don’t go home frequently, don’t have a credit union nearby, or don’t even know what a credit union is.

Most of my peers are likely to pursue their first card online. To gain their business, traditional financial institutions, including credit unions, should be able to walk through the process with novice student borrowers — whether in person or through online channels — to put them at ease and ensure they’re applying for a product that meets their needs. ▴

A slightly different version of this piece originally appeared in “Just A Member,” a blog from Callahan & Associates cofounder Chip Filson. The author is Filson’s granddaughter.

MARKETPLACE DIRECTORY INDEX

CREDIT, DEBIT & CHECKING**Card Portfolio Management**

Elan Credit Card (pg. MP-14), Strategic Resource Management (SRM) (pg. MP-24)

Check 21

Corporate America Credit Union (pg. MP-09)

Check Processing

Alloya Corporate Federal Credit Union (pg. MP-05), Alogent (pg. MP-05), Corporate One Federal Credit Union (pg. MP-09), eDOC Innovations (pg. MP-14), Volunteer Corporate Credit Union (VolCorp) (pg. MP-28)

Credit Card Processing

CO-OP Solutions (pg. MP-08), FIS (pg. MP-15), PSCU (pg. MP-23)

Credit Cards

Elan Credit Card (pg. MP-14), Envisant (pg. MP-15), Synergent (pg. MP-24)

Debit Card Processing

CO-OP Solutions (pg. MP-08), Envisant (pg. MP-15), PSCU (pg. MP-23)

Prepaid Cards

Envisant (pg. MP-15)

DELIVERY CHANNELS**ATM Networks**

CO-OP Solutions (pg. MP-08), United Solutions Company (pg. MP-27)

Call Centers

Eltropy (pg. MP-14), PSCU (pg. MP-23)

Shared Branching

Aux (pg. MP-06)

HR & TRAINING

BalancedComp (pg. MP-06), CU Solutions Group (pg. MP-10), First Innovations (pg. MP-15)

Board Education

Brick & Associates, Inc. (pg. MP-07), CUES (pg. MP-11), DDJ Myers, an ALM First Company (pg. MP-12), Doeren Mayhew (pg. MP-13), OM Financial Group (pg. MP-22), The Baker Group, LP (pg. MP-25)

Employee Benefits & Compensation

GreenPath Financial Wellness (pg. MP-17), Madison Investment Advisors (pg. MP-20)

Employee Training

BAFS (Business Alliance Financial Services) (pg. MP-07), CUES (pg. MP-11), Lending Solutions Consulting, Inc (pg. MP-19), TriVerity & The Loan Service Center (pg. MP-26)

Executive Recruitment

DDJ Myers, an ALM First Company (pg. MP-12), Humanidei (pg. MP-17), OM Financial Group (pg. MP-22)

LENDING

Allied Solutions (pg. MP-05), CU Strategic Services (pg. MP-11), Cubus Solutions (pg. MP-11), CUNA Mutual Group (pg. MP-12), CuneXus (pg. MP-12), Enact Mortgage Insurance Corporation (pg. MP-15), First Innovations (pg. MP-15), Jack Henry™ (pg. MP-18), Origence (pg. MP-22), Symmetry Lending (pg. MP-24), TransUnion (pg. MP-26), TruHome Solutions, LLC (pg. MP-26)

Auto

CRIF Select Corporation (pg. MP-09), IWS (pg. MP-18)

Business Lending

BAFS (Business Alliance Financial Services) (pg. MP-07), Baker Hill Corporation (pg. MP-06), CU Strategic Services (pg. MP-11), The Servion Group (pg. MP-25)

Collections

TriVerity & The Loan Service Center (pg. MP-26), United Solutions Company (pg. MP-27)

Indirect Auto Lending

ACU Holdings, LLC (pg. MP-05), CRIF Select Corporation (pg. MP-09), CU Alliance, LLC (pg. MP-10), Origence (pg. MP-22), The Stellar Financial Group (pg. MP-26)

Loan Originations Systems

Baker Hill Corporation (pg. MP-06), CRIF Select Corporation (pg. MP-09), LenderClose (pg. MP-18), MeridianLink® (pg. MP-21), Origence (pg. MP-22), SYFRR (pg. MP-24)

Loan Participations

Alloya Corporate Federal Credit Union (pg. MP-05), CU Capital Market Solutions, LLC (pg. MP-10), CU Student Choice (pg. MP-11), LendKey (pg. MP-19), LoanStreet, Inc. (pg. MP-19), National Cooperative Bank (pg. MP-21), Piper Sandler & Co. (pg. MP-22), Symmetry Lending (pg. MP-24)

Student Lending

CU Student Choice (pg. MP-11), LendKey (pg. MP-19)

MARKETING

CU Solutions Group (pg. MP-10), Franklin Madison (pg. MP-16), Marquis (pg. MP-20), TransUnion (pg. MP-26)

Advertising

The Pod Advertising (pg. MP-25)

MARKETPLACE DIRECTORY INDEX

Branding

The Pod Advertising (pg. MP-25)

Direct Marketing

Franklin Madison (pg. MP-16), HomeAdvantage (pg. MP-17), Marquis (pg. MP-20), The Stellar Financial Group (pg. MP-26)

e-Marketing

CompuSource Systems, Inc. (pg. MP-08), Doxim Inc. (pg. MP-13), Synergent (pg. MP-24)

MORTGAGES

American Credit Union Mortgage Association (ACUMA) (pg. MP-06), Arch Mortgage Insurance Company (pg. MP-06), Blend Labs Inc. (pg. MP-07), CU Alliance, LLC (pg. MP-10), Enact Mortgage Insurance Corporation (pg. MP-15), HomeAdvantage (pg. MP-17), Member First Mortgage LLC (pg. MP-20), RenoFI (pg. MP-23), Symmetry Lending (pg. MP-24), The Servion Group (pg. MP-25), TruHome Solutions, LLC (pg. MP-26)

Mortgage Processing

LenderClose (pg. MP-18), Member First Mortgage LLC (pg. MP-20), TruHome Solutions, LLC (pg. MP-26)

Mortgage Subservicing

Member First Mortgage LLC (pg. MP-20)

MEMBER SERVICES

First Innovations (pg. MP-15)

Financial Literacy

CU Student Choice (pg. MP-11), CuneXus (pg. MP-12), GreenPath Financial Wellness (pg. MP-17)

Gap Insurance

Allied Solutions (pg. MP-05), CU Alliance, LLC (pg. MP-10), IWS (pg. MP-18)

Loyalty/Reward Programs

HomeAdvantage (pg. MP-17)

Member Financial Planning

CUSO Financial Services, L.P. (CFS) (pg. MP-12), The Servion Group (pg. MP-25)

Member Insurance

CUNA Mutual Group (pg. MP-12), Franklin Madison (pg. MP-16), IWS (pg. MP-18)

Member Retirement Planning

CUSO Financial Services, L.P. (CFS) (pg. MP-12)

Retail Investments

CUSO Financial Services, L.P. (CFS) (pg. MP-12)

MOBILE & ONLINE SERVICES

Cubus Solutions (pg. MP-11), FIS (pg. MP-15), Jack Henry™ (pg. MP-18)

e-Statements

Cubus Solutions (pg. MP-11), Doxim Inc. (pg. MP-13), Xpress Data, Inc. (pg. MP-28)

e-Signatures

eDOC Innovations (pg. MP-14)

Mobile Banking

Eltropy (pg. MP-14), Nymbus (pg. MP-22)

Online Account Opening

Blend Labs Inc. (pg. MP-07), CU NextGen (pg. MP-10), MeridianLink® (pg. MP-21)

Online Banking

Alogent (pg. MP-05), COCC (pg. MP-08), CompuSource Systems, Inc. (pg. MP-08), CU*Answers (pg. MP-11), MeridianLink® (pg. MP-21), National Cooperative Bank (pg. MP-21)

Online Fraud/Security

Eltropy (pg. MP-14), NICE Actimize (pg. MP-21)

Online Loan Applications

Blend Labs Inc. (pg. MP-07), CuneXus (pg. MP-12)

Website Design

The Pod Advertising (pg. MP-25)

OPERATIONS & TECHNOLOGY

Fiserv (pg. MP-15), Jack Henry™ (pg. MP-18)

CRM/MRM

Baker Hill Corporation (pg. MP-06), CU NextGen (pg. MP-10), Glia (pg. MP-16), Marquis (pg. MP-20)

Data Processing

COCC (pg. MP-08), CompuSource Systems, Inc. (pg. MP-08), Corelation Inc. (pg. MP-09), CU*Answers (pg. MP-11), FIS (pg. MP-15), Member Driven Technologies (pg. MP-20), Sharetec Systems, Inc. (pg. MP-23), Synergent (pg. MP-24), United Solutions Company (pg. MP-27)

Document Imaging

Alogent (pg. MP-05), CU*Answers (pg. MP-11), eDOC Innovations (pg. MP-14), Xpress Data, Inc. (pg. MP-28)

IT Outsourcing

DoveLink Business (pg. MP-13), Member Driven Technologies (pg. MP-20), Nymbus (pg. MP-22)

MARKETPLACE DIRECTORY INDEX

Statement Printing

Doxim Inc. (pg. MP-13), Sharetec Systems, Inc. (pg. MP-23), Xpress Data, Inc. (pg. MP-28)

Technology

BAFS (Business Alliance Financial Services) (pg. MP-07), COCC (pg. MP-08), Corelation Inc. (pg. MP-09), CU NextGen (pg. MP-10), CU Solutions Group (pg. MP-10), CUCollaborate (pg. MP-11), Empyrean Solutions (pg. MP-14), Fiserv (pg. MP-15), Glia (pg. MP-16), LenderClose (pg. MP-18), LendKey (pg. MP-19), LoanStreet, Inc. (pg. MP-19), Member Driven Technologies (pg. MP-20), Nymbus (pg. MP-22), RenoFI (pg. MP-23), Sharetec Systems, Inc. (pg. MP-23), State National Companies (pg. MP-24), TTEC Digital, formerly known as Avtex (pg. MP-27)

Technology Consulting

CliftonLarsonAllen, LLP (pg. MP-08), DoveLink Business (pg. MP-13), GBQ Partners, LLC (pg. MP-16), ICI Consulting, Inc. (pg. MP-17), Strategic Resource Management (SRM) (pg. MP-24), TTEC Digital, formerly known as Avtex (pg. MP-27)

PROFESSIONAL SERVICES & CONSULTING**Asset/Liability Management (ALM)**

Brick & Associates, Inc. (pg. MP-07), C. Myers Corporation (pg. MP-08), Corporate One Federal Credit Union (pg. MP-09), CU Capital Market Solutions, LLC (pg. MP-10), Empyrean Solutions (pg. MP-14), Piper Sandler & Co (pg. MP-22), Raymond James & Associates, Inc. (pg. MP-23), The Baker Group, LP (pg. MP-25), Volunteer Corporate Credit Union (VolCorp) (pg. MP-28)

Associations

American Credit Union Mortgage Association (ACUMA) (pg. MP-06), NASCUS | National Association of State Credit Union Supervisors (pg. MP-21)

Audit/CPA

CliftonLarsonAllen, LLP (pg. MP-08), Doeren Mayhew (pg. MP-13), GBQ Partners, LLC (pg. MP-16), Lillie and Company (pg. MP-19), Nearman, Maynard, Vallez, CPAs & Consultants, PA (pg. MP-21), RSM US LLP (pg. MP-23), Turner, Warren, Hwang & Conrad (pg. MP-27)

Compliance

Aux (pg. MP-06), CliftonLarsonAllen, LLP (pg. MP-08), Doeren Mayhew (pg. MP-13), Empyrean Solutions (pg. MP-14), GBQ Partners, LLC (pg. MP-16), Lillie and Company (pg. MP-19), Nearman, Maynard, Vallez, CPAs & Consultants, PA (pg. MP-21), NICE Actimize (pg. MP-21), RSM US LLP (pg. MP-23), State National Companies (pg. MP-24), Turner, Warren, Hwang & Conrad (pg. MP-27)

Consulting

Brick & Associates, Inc. (pg. MP-07), C. Myers Corporation (pg. MP-08), CU Capital Market Solutions, LLC (pg. MP-10), CU Strategic Planning (pg. MP-10), CUCollaborate (pg. MP-11), CUES (pg. MP-11), Dollar Associates, LLC (pg. MP-13), Enact Mortgage Insurance Corporation (pg. MP-15), Humanidei (pg. MP-17), ICI Consulting, Inc. (pg. MP-17), Lending Solutions Consulting, Inc (pg. MP-19), Nearman, Maynard, Vallez, CPAs & Consultants, PA (pg. MP-21), Oppenheimer & Co. Inc. CU Investment Strategy Group (pg. MP-22), RSM US LLP (pg. MP-23), Support EXP (pg. MP-24), TriVerity & The Loan Service Center (pg. MP-26), TTEC Digital, formerly known as Avtex (pg. MP-27), Turner, Warren, Hwang & Conrad (pg. MP-27), Volunteer Corporate Credit Union (VolCorp) (pg. MP-28)

Contract/Vendor Management

ICI Consulting, Inc. (pg. MP-17)

Corporate Credit Unions

Alloya Corporate Federal Credit Union (pg. MP-05), Corporate America Credit Union (pg. MP-09), Corporate Central Credit Union (pg. MP-09), Corporate One Federal Credit Union (pg. MP-09), Eastern Corporate Federal Credit Union (EasCorp) (pg. MP-13), National Cooperative Bank (pg. MP-21)

Credit Union Research

CU Strategic Planning (pg. MP-10), Filene Research Institute (pg. MP-15), Support EXP (pg. MP-24)

Enterprise Risk Management (ERM)

TransUnion (pg. MP-26), NICE Actimize (pg. MP-21)

Institutional Insurance

Arch Mortgage Insurance Company (pg. MP-06), CUNA Mutual Group (pg. MP-12), State National Companies (pg. MP-24)

Institutional Investments

Corporate America Credit Union (pg. MP-09), Madison Investment Advisors (pg. MP-20), Oppenheimer & Co. Inc. CU Investment Strategy Group (pg. MP-22), Raymond James & Associates, Inc. (pg. MP-23), The Baker Group, LP (pg. MP-25)

Market Research

Filene Research Institute (pg. MP-15), Raymond James & Associates, Inc. (pg. MP-23), The Stellar Financial Group (pg. MP-26)

Mergers

Dollar Associates, LLC (pg. MP-13), Lillie and Company (pg. MP-19), OM Financial Group (pg. MP-22)

MARKETPLACE DIRECTORY INDEX

Performance Benchmarking

Support EXP (pg. MP-24)

Strategic Planning

American Credit Union Mortgage Association (ACUMA) (pg. MP-06), Aux (pg. MP-06), C. Myers Corporation (pg. MP-08), CU Strategic Planning (pg. MP-10), CUCollaborate (pg. MP-11), DDJ Myers, an ALM First Company (pg. MP-12), Dollar Associates, LLC (pg. MP-13), Filene Research Institute (pg. MP-15), Humanidei (pg. MP-17), Lending Solutions Consulting, Inc (pg. MP-19), Oppenheimer & Co. Inc. CU Investment Strategy Group (pg. MP-22), Piper Sandler & Co (pg. MP-22), Strategic Resource Management (SRM) (pg. MP-24)

**ACUS HOLDINGS, LLC**

220 Paul W Bryant Dr. E., Tuscaloosa, AL 35486

P: (205) 348-5944

www.acusi.com**Service Categories:** Indirect Auto Lending**ALLIED SOLUTIONS**

350 Veterans Way, Carmel, IN 46032

P: (800) 826-9384

www.alliedsolutions.net**Amy Hearn**

VP, Marketing & Communications

amy.hearn@alliedsolutions.net

Allied Solutions is one of the largest providers of insurance, lending, risk management, and data driven solutions to financial institutions. Allied Solutions uses technology-based solutions customized to meet the needs of 4,000 clients along with a portfolio of innovative products and services from a wide variety of providers. Allied Solutions is headquartered in Carmel, Indiana, with regional offices in Florida, Minnesota, South Dakota, and Texas. Allied Solutions is a wholly owned and independently operated subsidiary of Securian Financial Group. Visit alliedsolutions.net to learn more.

Service Categories: Lending | Gap Insurance

Corporate Federal Credit Union

ALLOYA CORPORATE FEDERAL CREDIT UNION

184 Suman Blvd., Ste. 400, Naperville, IL 60563

P: (800) 782-2431

www.alloyacorp.org**Tim Bruculere**

SVP - Membership

tim.bruculere@alloyacorp.org

Alloya provides cooperative financial services to 1,400 member credit unions and credit union entities nationally. Together, these member-owners wield aggregated power to access the products and services they need to gain a strategic advantage in the marketplace while simplifying their daily operations. Through its proprietary Premier View technology, credit unions can efficiently process payments, access liquidity, or purchase investments from one convenient online location. This technology is supported by high standards of member service from a team of credit union professionals who view themselves as an extension of each credit union they serve. Visit www.alloyacorp.org to learn more.

Service Categories: Check Processing | Corporate Credit Union | Loan Participations**ALOGENT**

35 Technology Pkwy. S., Ste. 200, Peachtree Corners, GA 30092

P: (678) 966-0844

www.alogent.com**Wendi Klein**

VP Marketing & Communications

marketing@alogent.com

Alogent provides proven, end-to-end check payment processing, digital, online, and mobile banking, and enterprise content and information-management platforms to financial institutions of all sizes. Our unique approach spans the entire transaction "ecosystem" — capturing and digitizing transaction data, exception tracking, and automating entire transaction and loan management workflows so that information is available across the enterprise. Alogent's solution suites leverage the latest in AI, machine learning and predictive analytics, including enterprise-wide data intelligence and reporting solutions that enable financial institutions to deliver products and services that boost engagement through personalization and data-backed decisions.

Service Categories: Check Processing | Document Imaging | Online Banking



AMERICAN CREDIT UNION MORTGAGE ASSOCIATION (ACUMA)

6907 University Ave. #331, Madison, WI 53562
P: (877) 442-2862

www.acuma.org

Peter Benjamin, CMB

President
peter@acuma.org

The American Credit Union Mortgage Association brings together the shared real estate lending and financing interests of over 400 credit unions and CUSOs. ACUMA, a nonprofit organization, focuses on education and networking for mortgage-lending credit unions through its events, website, and communications. Its member organizations include federal and state-chartered credit unions and CUSOs, mortgage insurance companies, secondary market investors and investment banking firms, and technology companies operating in the field of mortgage banking.

Service Categories: Associations |
Mortgages | Strategic Planning



ARCH MORTGAGE INSURANCE COMPANY

230 N. Elm St., Greensboro, NC 27401

P: (800) 909-4264

www.archmicu.com

Tom Murphy

SVP, Credit Union Sales
tmurphy@archmi.com

Arch MI is a leading provider of mortgage insurance (MI) in the United States. Arch MI for Credit Unions has the MI industry's only dedicated nationwide CU sales team and more than 25 years of experience serving our CU customers. As a leading MI company, we offer the financial strength and risk-management experience CUs want in a partner. Our innovative solutions, like RateStarSM, RateStar BuydownSM and the AMGC Community Program, can grow your membership and expand your origination opportunities.

Service Categories: Institutional
Insurance | Mortgages



AUX

274 Union Blvd., Ste. 320, Lakewood, CO 80228

P: (720) 945-7250

hello@auxteam.com

www.auxteam.com

Bridgette Mayon
Business Development Account Manager

Established in 1992, Aux is a credit union service organization (CUSO) owned by 53 credit unions. Serving over 200 credit unions nationwide, Aux provides a variety of progressive back-office solutions that drive credit union success. Services include full-service accounting, CFO consulting, and full-service compliance. Aux is a leader in credit union innovation, cooperation, and research. InNetwork, Aux's sister CUSO, provides service and support to regional credit union clients and other support services for other independent networks operating throughout the United States. We do the hard work for you. Learn how Aux & InNetwork help CUs. Chat with our experts: <https://calendly.com/auxteam>

Service Categories: Compliance | Shared
Branching | Strategic Planning



BAKER HILL CORPORATION

1320 City Center Dr., Ste. #300, Carmel, IN 46032

P: (317) 814-1294

www.bakerhill.com

Mike Horrocks

Vice President, Product Management
mike.horrocks@bakerhill.com

At Baker Hill, we believe that credit unions are critical to the communities they serve. That's why we've been evolving the way credit unions lend money for almost four decades with a configurable SaaS solution for commercial, small business, and consumer loan origination that proactively manages risk throughout the lending process – from request to renewal. Visit www.bakerhill.com to learn why Baker Hill is lending evolved.

Service Categories: Business Lending |
CRM/MRM | Loan Originations Systems



BALANCEDCOMP

P.O. Box 20141, Wichita, KS 67208

P: (316) 927-2668

www.balancedcomp.com

A compensation consulting firm that specializes in working with credit unions and community banks.

Service Categories: HR

**BLEND LABS INC.**

415 Kearny St., San Francisco, CA 94108
P: (650) 550-4810

www.blend.com/

Brian Martin

Business Development

Blend helps lenders streamline the customer journey for any banking product, from application to close. Its digital lending platform is used by Wells Fargo, U.S. Bank, and over 275 other leading financial institutions to acquire more customers, increase productivity, and deepen customer relationships. The company enables customers to process more than \$4 billion in mortgages and consumer loans per day, helping millions of consumers get into homes and gain access to the capital they need to lead better lives. To learn more, visit blend.com.

Service Categories: Mortgages | Online Account Opening | Online Loan Applications

BREAN | Capital**BREAN CAPITAL, LLC**

P: (901) 573-5721

www.breancapital.com

**BRICK & ASSOCIATES, INC.**

1400 Abbot Rd., Ste. 105, East Lansing, MI 48823
P: (800) 332-8188

www.brickinc.com

Bridget C. Balesky

President
staff@brickinc.com

Brick & Associates provides over 500 credit unions with ALM and budgeting solutions with consulting. ALM validations and second-opinion ALM analyses available. ALM analyses include instrument-level modeling of imported loans, shares, certificates, and investments. ALM Outsourcing Reports and the CU/ALM-ware system include net economic value with NMS Valuation, NCUA's NEV supervisory test, five-year income simulation, market value reports, assumption reports, maturity distributions, contingency funding stress tests, what-ifs, and key ratios. CU/BUDGET-ware creates a one-year budget and out to a five-year strategic plan. ALM and budgeting training classes, board/ALCO Education, backtesting, consulting, and policies. Brick Capital Management offers investment advisory services.

Service Categories: Asset/Liability Management (ALM) | Board Education | Consulting

**BAFS (BUSINESS ALLIANCE FINANCIAL SERVICES)**

1500 N. 19th St., Ste. 600, Monroe, LA 71201
P: (318) 387-1132

www.bafs.com

Richard Guillot

President/CEO
contact@bafs.com

BAFS (Business Alliance Financial Services) is a commercial lending service company that provides financial institutions with the best of service and technology – an industry-first combination. Our state-of-the-art platform, BLAST, can deliver exceptional products and services to financial institutions, while our team of dedicated subject matter experts can become your own in-house commercial loan back office. Whether you need to utilize our proprietary lending software, our full-service, on-call commercial lending expertise, or something in between, BAFS will meet you where you are to grow your business and make your institution a leader in the commercial lending space.

Service Categories: Business Lending | Employee Training | Technology

**CALLAHAN & ASSOCIATES, INC.**

1001 Connecticut Ave., NW Ste.
1001, Washington, DC 20036
P: (202) 223-3920

www.callahan.com

Alexandra Gekas

Vice President
agekas@callahan.com

For more than 35 years, Callahan & Associates has helped credit union leaders make informed strategic decisions to ensure their long-term relevancy. We do this by helping credit unions measure performance, identify strategic opportunities, and build collaborative networks, all through a mission-focused lens. Learn more at www.callahan.com.

Service Categories: Credit Union Research | Performance Benchmarking | Strategic Planning



C. MYERS CORPORATION

8222 S. 48th St., Ste. 275, Phoenix, AZ 85044
P: (800) 238-7475

www.cmyers.com

Amanda Hohimer

Vice President

ahohimer@cmyers.com

C. Myers helps financial institution decision-makers uncover opportunities and continuously optimize their business models. Their depth and range of experience in linking strategy, talent, desired financial performance, and successful execution enables them to work with their clients as strategic collaborators. They have the experience of working with over 600 financial institutions, including 200+ of those over \$1 billion in assets. C. Myers helps financial institutions think to differentiate and drive better decisions through strategic planning and business model optimization, strategic solutions and implementation, strategic leadership development, real-time ALM and financial planning, education, and thought leadership.

Service Categories: Asset/Liability Management (ALM) | Consulting | Strategic Planning



CLIFTONLARSONALLEN, LLP

109 N. Main St., Austin, MN 55912

P: (602) 604-3551

www.claconnect.com

Bryan Mogensen

Principal

bryan.mogensen@claconnect.com

CLA exists to create opportunities for our clients, our people, and our communities through industry-focused wealth advisory, digital, audit, tax, consulting, and outsourcing services. With more than 8,500 people, nearly 130 U.S. locations, and a global vision, we promise to know you and help you. For more information, visit CLAconnect.com. CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.

Service Categories: Audit/CPA | Compliance | Technology Consulting



COCC

100 Executive Blvd., Southington, CT 06489

P: (860) 678-0444

www.cocc.com

Susan Salecky

Senior VP & CMO of Business Development

susan.salecky@cocc.com

COCC, a recognized leader in delivering innovated comprehensive technology and partnerships, offers feature-rich, modern standards-based core and digital banking solutions, combining intuitive user experiences and APIs to streamline advanced fintech integrations. COCC clients leverage a complete suite of modern financial technology solutions. COCC has been client-owned for over 50 years, acting as a partner to clients with an unmatched focus on service to help community banks and credit unions meet their unique and ever-changing needs.

Service Categories: Data Processing | Online Banking | Technology



CompuSource Systems, Inc.

*Credit Union Specialists
Since 1980*

COMPUSOURCE SYSTEMS, INC.

110 John Muir Dr., Amherst, NY 14228

P: (800) 295-9100

www.css4cu.com

Gary Gonzales

President

info@css4cu.com

CompuSource Systems, Inc. specializes in core processing systems for small and medium-sized credit unions. As a major nationwide supplier, CompuSource has distinguished itself by providing the highest reliability and support to its customers.

Service Categories: Data Processing | eMarketing | Online Banking



CO-OP SOLUTIONS

9692 Haven Ave., Rancho Cucamonga, CA 91730

P: (800) 782-9042

www.co-opfs.org

Client Services

clientservices@coop.org

Co-op Solutions is the market-leading financial technology platform whose mission is to connect credit unions to the technology, strategic partnership, and scale they need to best serve their members now and into the future. Co-op partners with credit unions to unlock their potential so they can compete; does the hard work of innovation, creating a one-stop opportunity to help credit unions grow; and offers knowledge and expertise in a world where everything must be integrated. For more information, visit coop.org.

Service Categories: ATM Networks | Credit Card Processing | Debit Card Processing



CORELATION INC.

2305 Historic Decatur Rd. #300,
San Diego, CA 92106
P: (619) 876-5074

www.corelationinc.com

Tim Maron

Chief Revenue Officer
tmaron@corelationinc.com

Corelation provides industry-leading core solutions to credit unions. Our philosophy is providing "more in the core"; when you choose KeyStone, you get the entire robust core system from day one. Our solution includes transaction processing, share and loan servicing, business servicing, loan origination, accounts payable, collections, real-time general ledger, CRM, relationship-based pricing, scripting, an open API, business intelligence, cross-sell, and much more. The person-centric intuitive design allows our credit unions to have a complete understanding of the member relationship. KeyStone unrivaled architecture allows for NO downtime (24/7/365 uptime), greatly enhancing the confidence, trust, and value you can offer your members.

Service Categories: Data Processing | Technology



CORPORATE AMERICA CREDIT UNION

4365 Crescent Rd., Irondale, AL 35210
P: (205) 313-4300

www.corpam.org

Lisa Coffey

Chief Innovation Officer
lcoffey@corpam.org

Corporate America Credit Union serves over 500 credit unions across the nation and seeks to add value to member credit unions by providing access to a comprehensive list of products and services, including investments, liquidity solutions, and correspondent services such as real-time payments, ACH, and check processing. Our priority is serving the needs of our member-owners to help ensure their future success. For more information, call (800) 292-6242 or visit www.corpam.org.

Service Categories: Check 21 | Corporate Credit Union | Institutional Investments



CORPORATE CENTRAL CREDIT UNION

6262 S. Lowell Pl., Muskego, WI 53150
P: (414) 425-5555

www.corpcu.com

Chris Felton

President/CEO
chris.felton@corpcu.com

Corporate Central Credit Union is a federally insured corporate credit union, and partners to provide innovative correspondent and transactional products, investment services, liquidity and lending programs, with unparalleled commitment to its members. Corporate Central has been servicing over 400 credit unions and organizations throughout the United States since 1947.

Service Categories: Corporate Credit Union



CORPORATE ONE FEDERAL CREDIT UNION

8700 Orion Pl., Columbus, OH 43240
P: (614) 825-9356

www.corporateone.coop

Christine Mayes

VP, Member Success Executive
cmayes@corporateone.coop

Serving more than 700 credit unions nationwide, Corporate One Federal Credit Union has provided premier investment, funding, and payment solutions for America's credit unions for nearly 75 years. In addition to helping member credit unions fuel their members' financial successes, manage cash effectively, and realize the benefits of immediate payments, Corporate One continues to nurture and grow its wholly owned CUSOs: Accolade Asset/Liability Advisory Services (balance sheet management) and Lucro Commercial Solutions (business lending). For more information, visit www.corporateone.coop.

Service Categories: Asset/Liability Management (ALM) | Check Processing | Corporate Credit Union



CRIF SELECT CORPORATION

280 Interstate N. Circle, Ste. 400, Atlanta, GA 30339
P: (419) 386-9043

www.CRIFSelect.com

David Bazeley

Regional Sales Manager
d.bazeley@crif.com

CRIF Select makes indirect lending easy and helps you grow your business along the way! CRIF Select makes indirect lending the smart choice for lending institutions and auto dealers. Our turnkey auto finance and dealer revenue solutions combine easy-to-integrate technology with industry expertise to create even smarter business growth for everyone involved.

Service Categories: Auto | Indirect Auto Lending | Loan Originations Systems



CU ALLIANCE, LLC

9601 Jones Rd., Ste. 108, Houston, TX 77065
P: (832) 912-2122

www.cuacuso.com

John Riley

Executive Vice President of Sales & Marketing
jriley@cuacuso.com

Originally founded as Credit Union Acceptance Company in 1998, CU Alliance, LLC (CUA) is a credit union service organization (CUSO) that offers multiple loan-aggregation services for credit unions. Everyday credit unions compete to retain member automobile and home loans in a very competitive and technologically driven marketplace. CUA offers credit unions a way to respond by leveraging CUSO resources, best practices, and technology to help credit unions thrive in the consumer lending business. Today, as a true business cooperative, CUA partners with nearly 200 credit unions and several CUSOs in fifteen states to offer a range of credit union lending solutions including mortgage, auto, and loan products such as vehicle service contracts and GAP.

Service Categories: Gap Insurance | Indirect Auto Lending | Mortgages



CU CAPITAL MARKET SOLUTIONS, LLC

7200 W. 132nd St., Ste. 240,
Overland Park, KS 66213

P: (678) 960-2900

www.cucapitalmarketsolutions.com

Jackie Lester

Marketing Director
jlester@cucmsllc.com

CU Capital Market Solutions (CMS) is a credit union service organization (CUSO) that specializes in innovative capital market solutions, specifically, earnings and balance sheet optimization, and specialized assets and loan programs that are designed to enhance credit unions' ability to maximize earnings, grow assets, and expand net interest margin. CMS provides secondary capital, term funding, and overnight funding to qualified low-income designated credit unions (LICUs). CMS also provides unique, approved, alternative asset products, USDA and SBA loan participations, and programs to all qualified credit unions. The CMS Total Solution has a proven track record of delivering the results that credit unions need to excel.

Service Categories: Asset/Liability Management (ALM) | Consulting | Loan Participations



CU NEXTGEN

4750 Ashwood Dr., Blue Ash, OH 45241

P: (800) 311-3928

www.cunextgen.com

Anthony Arizola

Sales Executive
anthony.arizola@cunextgen.com

CU NextGen is the CUSO dedicated to bringing next-generation technology to credit unions, helping them improve the service delivered to their members, the daily experiences of their staff members, and the efficiency of their operations.

Service Categories: CRM/MRM | Online Account Opening | Technology

CU REVEST, LLC

404 Camino Del Rio S. #400, San Diego, CA 92018

P: (858) 467-7200

www.curevest.com



CU SOLUTIONS GROUP

17250 Newburgh Rd., Livonia, MI 48152

P: (800) 262-6285

www.cusolutionsgroup.com

Lisa C. Rizk

EVP & Chief Revenue Officer
lisa.rizk@cusolutionsgroup.com

CU Solutions Group serves the credit union industry through technology-centric marketing solutions, human resources performance management solutions, and consumer rewards offerings. The organization is dedicated to helping businesses grow and invest in their people. Visit CUSolutionsGroup.com.

Service Categories: HR | Marketing | Technology



CU STRATEGIC PLANNING

950 Broadway, Ste. 403, Tacoma, WA 98402

P: (253) 200-0418

www.custrategicplanning.com

Mike Beall

Chief Experience Officer
mike@creditunionstrategicplanning.com

CU Strategic Planning unlocks opportunities for credit unions to change lives and their communities, while increasing loan growth and yield, ROA, and net worth. Its 15 years of expert consulting includes securing and managing compliance for \$1 billion in U.S. Treasury award funding and CDFI grants. Its strategic planning and community summits create double bottom line impacts without grant funding. Many credit unions with industry leading ROA have certified staff with its HERO Financial Counseling. Working with some of the America's most successful credit unions, its executive recruiting places candidates that care about and can achieve double bottom line results.

Service Categories: Consulting | Credit Union Research | Strategic Planning



CU STRATEGIC SERVICES

P.O. Box 84, Alexandria, VA 22313

www.custrategicservices.org

John Hayes

CEO/President

jehayes@custrategicservices.org

CU Strategic Services, formed in 2010, is a wholly owned CUSO (credit union service organization) of the United States Senate Federal Credit Union. At CUSSCU Strategic Services, we believe that all credit unions have great potential in the business loan participation arena with the assistance of the right partner.

Service Categories: Business Lending | Lending



CU STUDENT CHOICE

1001 Connecticut Ave., NW, Ste.

1001, Washington, DC 20036

P: (800) 541-1500

www.studentchoice.org

Eric Sanchez

VP, Sales

esanchez@studentchoice.org

Credit Union Student Choice is a credit union service organization (CUSO) that positions credit unions as leaders in education finance by offering a comprehensive solution that helps them deliver fair-value private education loans and corresponding financial education to students and families. To learn more, visit www.studentchoice.org.

Service Categories: Financial Literacy | Loan Participations | Student Lending



CU*ANSWERS

6000 28th St. SE, Ste. 100, Grand Rapids, MI 49546

P: (800) 327-3478

www.cuanswers.com

Scott Collins

Executive VP, National Sales and Marketplace

scollins@cuanswers.com

CU*Answers offers expertise in implementing technical solutions to operational needs, and is a leader in helping credit unions form strategic alliances and partnerships. CU*Answers provides a wide variety of services for credit unions including its flagship CU*BASE processing system (online and in-house) and Internet development services featuring It's Me 247 online and mobile banking. Additional services include document imaging solutions, web development, and network design and security. Founded over 50 years ago, CU*Answers is a 100% credit union-owned cooperative CUSO providing services to all credit unions.

Service Categories: Data Processing | Document Imaging | Online Banking



CUBUS SOLUTIONS

3049 Independence Dr., Ste. A, Livermore, CA 94551

P: (855) 394-3969

www.cubussolutions.com

Mary Ann Herne

VP of Business Development

maryann.herne@cubussolutions.com

Cubus helps credit unions reduce operational costs, create new revenue opportunities, and increase member satisfaction with digital banking applications that transform manual processes and simplify the member experience. Cubus One is a best-in-class omnichannel digital banking platform that provides credit unions a feature rich, easy to use member experience. Other products include statements, alerts, loan payments, loan skips, ACH transfers, checking rewards, and cash back. Cubus has been providing superlative value for our credit union customers for over 17 years. We help our customers make banking easy and members happy. Learn more at www.cubussolutions.com.

Service Categories: e-Statements | Lending | Mobile & Online Services



CUCOLLABORATE

Washington, DC

P: (202) 831-2500

www.cucollaborate.com

Coquise Frost

Director of New Business

sales@cucollaborate.com

CUCollaborate is a challenger consultancy that champions credit union growth through disruptive innovation. We are here to help credit unions adapt, grow, and succeed long term – and we offer the innovation, insight, and know-how to help them do it.

We're more than credit union experts. We look for creative solutions to take our clients out of their comfort zones and into a new phase of growth. We do it by building pioneering software solutions that help your business grow, now and in the long term.

Service Categories: Consulting | Strategic Planning | Technology



CUES

5510 Research Park Dr., Madison, WI 53711

www.cues.org

Tony Hill

SVP/Chief Marketing Officer

tony@cues.org

CUES is the leading talent-development solutions provider for credit unions in North America. We educate, develop, and support credit union CEOs, executives, directors, and emerging leaders through partnerships with premier business schools, live and online events, digital learning, networking, and premium content. With over 47,000 members and growing, we measure success one leader at a time. Connect with CUES at CUES.org and on LinkedIn, Facebook, Twitter, and Instagram. For daily insights on issues impacting credit unions visit CUmanagement.com.

Service Categories: Board Education | Consulting | Employee Training



CUNA MUTUAL GROUP

P.O. Box 391, Madison, WI 53701

P: (800) 356-2644

www.cunamutual.com

Robert Trunzo

President & Chief Executive Officer

robert.trunzo@cunamutual.com

CUNA Mutual Group is a financially strong insurance, financial technology, and investment company with a generations-long history of working with financial institutions to protect and grow their businesses. The companies of CUNA Mutual Group offer commercial, personal insurance products; lending solutions; retirement, investment, data and analytics and marketing services. www.cunamutual.com

Service Categories: Institutional Insurance
| Lending | Member Insurance



CUNEXUS

111 Santa Rosa Ave., Ste. 310,

Santa Rosa, CA 95404

P: (877) 509-2089

www.cunexus.com

Baron Conway

SVP

bconway@cunexus.com

Cunexus is first-to-market with a proven technology that addresses the need for a personalized, on-demand borrowing experience at every banking touchpoint, providing ultimate transparency and a simple 10-second loan activation.

Leading-edge features and innovative partnerships deliver strong growth and performance, and significant gains in both back-office efficiency and loan volume to help the largest lenders in the country grow wallet share, create sales-enabled branches, execute new accountholder acquisition, and grow non-interest income.

Service Categories: Financial Literacy |
Lending | Online Loan Applications



CUSO FINANCIAL SERVICES, L.P. (CFS)

10150 Meanley Dr., 1st Floor, San Diego, CA 92131

P: (414) 254-5330

www.atrriwealth.com/credit-union-banks/

Tami Cain

Executive Director, Business Development

tami.cain@atrriwealth.com

Since 1997, CUSO Financial Services, L.P. (CFS) has been fueling wealth management programs in credit unions with award-winning technology, comprehensive support services, and a customizable suite of investment solutions designed to serve the expanding financial needs of members. We have a great story – one built on “good thinking” and rooted in commitment, innovation, flexibility, and accessibility – and we’d love to tell you all about it.

Service Categories: Member Financial Planning |
Member Retirement Planning | Retail Investments



An ALM FIRST Company

DDJ MYERS, AN ALM FIRST COMPANY

3800 Maple Ave., Ste. 600, Dallas, TX 75219

P: (800) 574-8877

www.ddjmyers.com

Deedee Myers

Chief Executive Officer

deedeemyers@ddjmyers.com

DDJ Myers is a recognized champion for successful credit union leadership. With over 30 years of experience, they have built an array of exemplary products and services for board development and governance, strategic planning, executive search, compensation, and succession planning. Their seasoned team of facilitators are known as industry thought leaders and often speak at conferences nationwide on various topics, including proactive board recruitment, transformative culture change, and developing mid-level talent to be the champions and protagonists of change. A bold and forward-thinking approach provides the basis for producing innovative yet practical solutions for our clients and the industry.

Service Categories: Board Education |
Executive Recruitment | Strategic Planning



DECEMBER TECHNOLOGIES INC

P: (732) 723-7227

www.bankwaale.com

Sohail Sikora

CEO

info@december.tech



DOEREN MAYHEW

305 W. Big Beaver Rd., Troy, MI 48084
P: (248) 244-3242

www.doeren.com

Bob Parks

For more than 45 years, our Financial Institutions Group has dedicated itself to the industry serving hundreds of credit unions across the nation with effective external and internal auditing, IT assurance and cybersecurity, lending portfolio reviews, mergers and collaborations, and other advisory services. Drawing on our experience, we apply our expertise to assist in assessing opportunities, managing risk and delivering value to credit union stakeholders.

Service Categories: Audit/CPA |
Board Education | Compliance



DOLLAR ASSOCIATES, LLC

194 Narrows Dr., Ste. 104, Birmingham, AL 35242
P: (205) 991-1525

www.dollarassociates.com

Dennis Dollar

Partner
ddollar@dollarassociates.com

Dollar Associates is a credit union consulting firm specializing in FOM issues, community charters, merger support, underserved area expansions, regulatory compliance, strategic planning, board and management training, staff education, and governmental relations. Working with both credit unions and the organizations that serve them, Dollar Associates offers regulatory, public policy, strategic, and management expertise from recognized industry leaders with personal attention and competitive rates.

Service Categories: Consulting |
Mergers | Strategic Planning



DOVELINK BUSINESS

P.O. Box 1075, Hampton, GA 30228
P: (770) 227-4774

www.dovelinkbusiness.com/

Mark Christmas

President/CEO
mchristmas@dovelinkbusiness.com

DoveLink Business has provided professional IT services, support, and custom software development since 2001 to credit unions. The development and business analysts are experienced and diverse within their skillsets capable of thinking outside the norm. The focus for DoveLink Business is streamlining day-to-day processes allowing the credit union to focus on the member. DoveLink Business is a certified partner with FIS, VIP with JHA, as well as other certified partnerships with vendors providing services to the credit union market. DoveLink Business provides support to over 100 credit unions ranging in assets from \$100 million to over \$15 billion.

Service Categories: IT Outsourcing
| Technology Consulting



DOXIM INC.

1380 Rodick Rd., Ste. 102, Markham, ON L3R 9X7
P: (905) 475-9876

www.doxim.com

Jordan McCrindle

VP, Revenue Operations
jordan.mccrindle@doxim.com

Doxim is the customer communications management and engagement technology leader serving highly regulated markets, including financial services, utilities, and healthcare. We provide omnichannel communications and payment solutions that maximize customer engagement and revenue, while reducing costs. Our software and technology-enabled managed services address key digitization, operational efficiency, and customer experience challenges through a suite of plug-and-play, integrated, SaaS software and technology solutions. Learn more at www.doxim.com.

Service Categories: e-Marketing |
e-Statements | Statement Printing



EASTERN CORPORATE FEDERAL CREDIT UNION (EASCORP)

35 Corporate Dr., Ste. 300, Burlington, MA 01803
P: (781) 933-9950

www.eascorp.org

Cynthia Nelson

President
cnelson@eascorp.org

Founded in 1978, EasCorp, together with its subsidiary, Vertifi Software, ensures that its credit union members have access to cutting-edge, value-added services that not only meet, but also exceed their expectations, including deposit, loan, and investment services; ALM services; ACH processing; RDC and payments solutions; cash-management services; and statement rendering. At EasCorp, our mission is to support credit unions in ways that enable their members to rely upon them for all their financial services needs.

Service Categories: Corporate Credit Union



EDOC INNOVATIONS

1197 Exchange St., Ste. 1, Middlebury, VT 05753
P: (800) 425-7766

www.edoclogic.com

Joseph Lao

Vice President of Sales and Market Development
jlao@edoclogic.com

eDOC Innovations, a CUSO, is a leader in mobile enterprise digital transaction management (mDTM™) software. For over 30 years, eDOC has been designing easy to use solutions for credit unions that reduce overhead, increase operational efficiency, automate and manage workflow that eliminates paper processes and provide mobile conveniences for members. Our flagship solution, eDOCSignature®, enables members to safely and securely e-sign documents from any location. An intuitive interface helps simplify the electronic document creation process for credit union employees, and it integrates with verification services to easily confirm a member's identity prior to signing. Designed with credit unions in mind, eDOCSignature is trusted by over 700 credit unions on 40+ core processors to remotely facilitate daily transactions. eDOC Innovations' leading solutions, eDocLogic, CheckLogic, and eDOCSignature, seamlessly integrate with existing applications to remove friction in digital transactions and can be deployed on premise or in software as a service (SaaS) model.

Service Categories: Check Processing | Document Imaging | e-Signatures



ELAN CREDIT CARD

200 S. 6th St. EP-MN-L16C, Minneapolis, MN 55042
P: (651) 493-2998

www.cupartnership.com/index

Chris Draack

Director, Strategic Partnerships
christopher.draack@elanfs.com

Elan partners with credit unions through our outsourced credit card program, mortgage solutions, and all-in-one merchant processing platform, talech®. Our dedication to our partners, growth philosophy, and investment in technology has made us a leader in the industry since 1968. Our approach offers expertise while removing costs, reducing risks, and improving the cardmember experience. Learn more about our innovative solutions for consumer and business accounts of all sizes. www.cupartnership.com

Service Categories: Card Portfolio Management | Credit Cards



ELEMENT FLEET MANAGEMENT CORP

P: (905) 366-8900

www.elementfleet.com



ELTROPY

1525 McCarthy Blvd., Milpitas, CA 95035
P: (408) 461-5402

www.eltropy.com

Anne Casanova

VP of Marketing
anne@eltropy.com

Eltropy is the leading digital conversations platform for community financial institutions (CFIs). Its AI-driven communications tools empower CFIs to communicate, automate, improve operations and engagement, and increase productivity across the institution – all while maintaining the highest standards of security and compliance. Using Eltropy's platform, CFIs can connect with their consumers anytime, anywhere via text, video, secure chat, co-browsing, screen sharing, and chatbot technology – all integrated into a single platform.

Service Categories: Call Centers | Mobile Banking | Online Fraud/Security



EMPYREAN SOLUTIONS

304 Cambridge Rd., Ste. 201, Woburn, MA 01801
P: (770) 402-9819

www.empyrean-solutions.com

Roxanna Bradford

Market Manager, Community Banks & Credit Unions
roxanna.bradford@empyreansolutions.com

Empyrean Solutions is a leading provider of asset/liability management, risk, compliance, and performance-management solutions for banks and credit unions. Empyrean's software allows financial institutions of all sizes to take control of their balance sheet management, scenario planning, and risk/performance analysis in a single integrated software platform. The company offers a host of modules, including asset and liability management, liquidity stress testing, deposit analytics, budgeting, and profitability. Empyrean works with over 600 banks and credit unions, ranging from \$50 million to \$200+ billion in assets.

Service Categories: Asset/Liability Management (ALM) | Compliance | Technology



ENACT MORTGAGE INSURANCE CORPORATION

8325 Six Forks Rd., Raleigh, NC 27615
P: (919) 760-5207

www.enactmi.com

Dominic Jann

Senior Manager, Business Intelligence
Dominic.Jann@enactmi.com

Enact (Nasdaq:ACT), operating principally through its wholly owned subsidiary Enact Mortgage Insurance Corporation since 1981, is a leading U.S. private mortgage insurance provider committed to helping more people achieve the dream of homeownership. Building on a deep understanding of lenders' businesses and a legacy of financial strength, we partner with lenders to bring best-in class service, leading underwriting expertise, and extensive risk and capital management to the mortgage process, helping to put more people in homes and keep them there. By empowering customers and their borrowers, Enact seeks to positively impact the lives of those in the communities in which it serves in a sustainable way. Enact is headquartered in Raleigh, North Carolina.

Service Categories: Consulting
| Lending | Mortgages



ENVISANT

1807 W. Diehl Rd., Naperville, IL 60566
P: (224) 230-0613

www.envisant.com

Anthony Mondello

AVP, Sales
sales@lsc.net

Envisant is a credit union service organization dedicated to helping credit unions achieve their vision. As part of the Illinois credit union system, Envisant is an experienced partner of 2,000+ credit unions in 50 states. Our forward-thinking product strategy features credit and debit programs, prepaid debit cards, portfolio development consulting, agent credit card programs, ATM services, marketing support, and more. Get to know us at www.envisant.com.

Service Categories: Credit Cards |
Debit Cards | Prepaid Cards

Filene Research Institute*

FILENE RESEARCH INSTITUTE

1010 E. Washington St., Ste.
306, Madison, WI 53703
P: (608) 661-3740

www.filene.org

Dawn Denton

Chief Growth Officer
dawnd@filene.org

Filene works to strengthen organizations through cutting-edge research, incubation opportunities to test and scale solutions, advisory services to help organizations implement innovation, and host communities and events to connect a community of leaders to improve financial well-being.

Service Categories: Credit Union Research
| Market Research | Strategic Planning



FIRST INNOVATIONS

9737 Great Hills Trail, Ste. 240, Austin, TX 78755
P: (512) 502-1496

www.firstinnovations.com

Mark Hawley

Executive Vice President
mhawley@firstinnovations.com

First Innovations has some of the industry's top producers, trainers, consultants, and support staff. First Innovations deals directly with financial institutions, automotive, and motorsports, and has over 100 years of combined experience. Service and results are what separate First Innovations from the rest. Our commitment and dedication to ensuring each of our clients achieve their goals and objectives can be substantiated by hundreds of references nationwide. At First Innovations, we listen to your needs, analyze your current situation, and tailor our program to provide the organizational and management expertise required to ensure success for your financial institution.

Service Categories: HR & Training |
Lending | Member Services



FIS

601 Riverside Ave., Jacksonville, FL 32204
P: (303) 638-5742

www.fisglobal.com

Jay McCracken

VP, Sales Line of Business Executive
Jay.McCracken@fisglobal.com

Let's reimagine the credit union experience. FIS has a history of partnership with credit unions and in-depth knowledge of the credit union marketplace spanning over 40 years. We are dedicated to creating best-in-class credit union and member experiences through a direct, trusted partnership that delivers shared success. Let's continue taking action together, and help you meet and exceed your member needs with our integrated and modernized payments solutions, core platforms, and dedicated servicing. For more information about FIS, please visit our website, call 877.776.3706 or email getinfo@fisglobal.com.

Service Categories: Credit Card Processing |
Data Processing | Mobile & Online Services



FISERV

255 Fiserv Dr., Brookfield, WI 53045
P: (800) 872-7882

www.fiserv.com

Fiserv, Inc. (NASDAQ: FISV) aspires to move money and information in a way that moves the world. As a global leader in payments and financial technology, the company helps clients achieve best-in-class results through a commitment to innovation and excellence in areas including account processing and digital banking solutions; card issuer processing and network services; payments; e-commerce; merchant acquiring and processing; and the Clover® cloud-based point-of-sale and business management platform. Fiserv is a member of the S&P 500® Index and one of Fortune® World's Most Admired Companies™. Visit fiserv.com and follow on social media for the latest company news.

Service Categories: Operations | Technology



FRANKLIN MADISON®

FRANKLIN MADISON

801 Crescent Centre Dr., Ste.
500, Franklin, TN 37067
P: (615) 764-2707

www.franklin-madison.com

Andrea Heger

SVP, Sales and Client Services
aheger@franklin-madison.com

An industry pioneer with nearly 50 years of experience, Franklin Madison builds financial security for individuals and families by delivering industry-leading insurance products and marketing services through its credit union partners. Franklin Madison helps generate increased loyalty and incremental revenue for more than 3,500 financial institutions. Based in Franklin, Tennessee, Franklin Madison has approximately 200 employees. For more information, visit franklin-madison.com or follow us @frnklnmadison and LinkedIn.

Service Categories: Direct Marketing |
Marketing | Member Insurance



GBQ PARTNERS, LLC

230 West St., Ste. 700, Columbus, OH 43215
P: (614) 947-5291

www.gbq.com

Scott H. Runyan

Director
srunyan@gbq.com

A top tax, accounting and consulting firm based in Ohio with a reach that expands the globe, GBQ has empowered growth of our people, our communities, and our clients' businesses since 1953. Our team of professionals exclusively serves credit unions, offering diverse expertise, background, and education, and providing resources to our clients far beyond the basic audit and tax services. Trust our dedicated team of industry experts to utilize a tried-and-true foundation complete with a customized approach as unique as your organization. Who is empowering your growth?

Service Categories: Audit/CPA |
Compliance | Technology Consulting



GLIA

19 W. 21st St., Ste. 202, New York, NY 10010
P: (917) 771-0102

www.glia.com

John Fernandez

SVP, Marketing
john.fernandez@glia.com

Glia is reinventing how businesses support their customers in a digital world. Glia's Digital Customer Service (DCS) solution enriches web and mobile experiences with digital communication choices, on-screen collaboration, and AI-enabled assistance. Glia has partnered with over 400 banks, credit unions, insurance companies and other financial institutions worldwide to improve the customer experience and drive business results. Named a Deloitte Technology Fast 500™ company for a third year in a row and a Great Place to Work (with a 97% employee satisfaction rating), Glia continues to achieve broad industry recognition and customer service thought leadership including publishing the definitive book on DCS with Wiley. The company has raised over \$150 million in funding from top investors. To learn more visit glia.com.

Service Categories: CRM/MRM | Technology



GREENPATH FINANCIAL WELLNESS

36500 Corporate Dr., Farmington Hills, MI 48331
P: (248) 444-0980

www.greenpath.com

Mandy Meinecke

Director of Business Development
marketdevelopment@greenpath.com

GreenPath Financial Wellness, a national non-profit since 1961, believes that everyone deserves the opportunity to pursue their dreams, whatever they may be. Financial wellness is fundamental to that opportunity. GreenPath has been working in collaboration with Credit Union National Association to serve America's credit unions for more than 10 years, and has formal partnerships with over 500 credit unions across the country to empower financial health among their members.

Service Categories: Employee Benefits & Compensation | Financial Literacy



HUMANIDEI

2855 E. Guasti Rd., Ste. 202, Ontario, CA 91761
P: (800) 394-1918

www.humanidei.com

Jill Nowacki

President/CEO
info@humanidei.com

Humanidei is a people operations firm that works with credit unions to create more inclusive cultures. Humanidei helps credit unions design and implement plans for large-scale DEI integration that creates this expanded relevance, while further developing individuals to become inclusive, transformational leaders. Our executive search division, powered by O'Rourke & Associates, brings a 40-year history of success in identifying and placing the executives that will carry your organization forward. Our inclusive and strategic approach to aligning talent with your mission sets us apart and creates your success.

Service Categories: Consulting | Executive Recruitment | Strategic Planning



Credit Union Technology Consultants

ICI CONSULTING, INC.

739 Pinta Dr., Saint Petersburg, FL 33715
P: (800) 729-8237

www.ici-consulting.com

Greg Schratwieser

Managing Director & Founder
greg@ici-consulting.com

Since 1994, ICI Consulting has advised over 680 financial institutions on technology issues. ICI has assisted financial institutions evaluate and negotiate the following applications: Core processing, online and mobile banking, check processing, CRM, loan origination, and all other back-office areas. ICI offers the following consulting services: Assessments, business cases, vendor evaluations, contract negotiations, and project managing conversions.

Service Categories: Consulting | Contract/ Vendor Management | Technology Consulting



HOMEADVANTAGE

11638 E. Four Peaks Rd., Scottsdale, AZ 85262
P: (801) 651-5419

www.homeadvantage.com

Tina Powers

COO
tina.powers@homeadvantage.com

CU Realty Services is celebrating its 20th anniversary as the leading real estate technology CUSO for credit unions. Our turnkey real estate marketing platform, HomeAdvantage®, helps credit unions reach, identify, and nurture home-buyer leads and close more purchase loans. Launched in 2000, CU Realty has worked with hundreds of credit unions and mortgage CUSOs nationwide and has given back over \$48M in cash-back benefits to members.

Service Categories: Direct Marketing | Loyalty/Reward Programs | Mortgages

**IWS**

5901 Broken Sound Pkwy. NW - Ste.
400, Boca Raton, FL 33487

P: (561) 981-7000

www.iwsgroup.com

Michael Leon

Vice President of Sales
mleon@iwsgroup.com

IWS is a nationally recognized provider of auto protection solutions, protecting credit union members for over 30 years. Our solutions include: Vehicle service agreements (VSA), mechanical breakdown insurance (MBI), guaranteed asset protection (GAP), and appearance protection (RestoraGuard). We work exclusively with credit unions, understanding the credit union movement, and dedication to members. Being a leading provider of auto-protection products, we offer peace of mind to your members from unexpected high-cost auto repairs, while offering substantial non-interest, revenue enhancing opportunities for your credit union. We pride ourselves with best-in-class service, sales support, and training, before, during, and after the sale. People first, products that work.

Service Categories: Auto | Gap
Insurance | Member Insurance

JACK HENRY™

663 W. Highway 60, P.O. Box
807, Monett, MO 65708

P: (619) 542-6951

www.jackhenry.com

Tracy Almquist

Senior Marketing Manager
talmquist@jackhenry.com

At Jack Henry, we believe the world is a better place with community and regional financial institutions. And we intend to keep it that way. For more than 45 years, we've put financial institutions at the center of our modernization. We're here to help you innovate faster, differentiate strategically, and compete successfully – all with one goal in mind: to improve the financial health of the members you serve. Visit jackhenry.com to learn more.

Service Categories: Lending | Mobile &
Online Services | Operations & Technology



LENDERCLOSE

LENDERCLOSE

1501 42nd St. #440, West Des Moines, IA 50266

P: (855) 525-6730

www.lenderclose.com

Allen Jingst

SVP, Sales
ajingst@lenderclose.com

LenderClose is technology modernizing the financial services industry by supercharging the home equity lending process by fast-tracking the loan file processing through our innovative approach to deliver speed and efficiency to lenders while delivering exceptional borrower experience. Based in Des Moines, Iowa, the rapidly growing company equips community lenders with innovative workflows and process automation they need to compete in the competitive market. Schedule a demo at LenderClose.com/book-demo and follow us on LinkedIn and Twitter @LenderClose.

Service Categories: Loan Originations Systems
| Mortgage Processing | Technology



LENDING SOLUTIONS CONSULTING, INC

180 W. Campbell St., Arlington Heights, IL 60005
P: (877) 915-7675

www.rexcuadvice.com

Scot Vackar

Executive Vice President, Sales & Operations
svackar@rexcuadvice.com

Lending Solutions Consulting, Inc. (LSCI) is the industry leader in providing training and consulting services to credit unions across North America. Rex Johnson founded the University of Lending, a comprehensive five-day lending school, in 1996. He and his team of experts have since trained over 50,000 credit union employees, helping credit unions achieve dramatic improvements in their loan yields, ROAs, and member service practices. In addition to the University of Lending, LSCI offers on-site consulting, portfolio analysis, and our newest service, Smart Loan Audit.

Service Categories: Consulting | Employee Training | Strategic Planning



LENDKEY

9999 Carver Rd., Ste. 400, Blue Ash, OH 45242

P: (888) 549-9050

www.lendkey.com

Will Sneed

Director, Lender Partnerships
will.sneed@lendkey.com

LendKey provides credit unions easy access to whole and participation loans through its digital lending platform, which includes origination, servicing, and balance sheet management solutions. Over the last 10 years, LendKey has facilitated over \$4 billion for its credit union partners in private student loans, student refinance and home improvement loans. LendKey's unique loan participation model allows for fractional ownership in loans, empowering credit unions to broaden their portfolio while mitigating risk. LendKey manages the entire life of the loan process, as well as contributing to marketing and lead generation efforts. In addition, LendKey helps credit unions deploy excess liquidity through its recurring flow-based participation platform called Aliro. Aliro by LendKey streamlines and automates the process for credit unions to access loan participations, while also providing end-to-end servicing, remittance, reporting, and accounting functions. For more information, visit www.lendkey.com/lend.

Service Categories: Loan Participations | Student Lending | Technology



LILLIE AND COMPANY

P.O. Box 570, Sunbury, OH 43074

P: (740) 965-2294

www.lilliecpa.com

Steve Lillie

Partner
stevelillie@lilliecpa.com

Lillie & Company was founded in 2003 to serve credit unions as an industry-specific audit firm. The value of partnerships is our deep knowledge of the credit union industry. In addition to providing quality audits, we take a holistic view of your credit union and offer expert advice and consulting services to help your business thrive. In addition to our core services of annual and compliance auditing, we can assist you with mergers, field of membership expansions, defined benefits packages, ALM & AML model validations, balance sheet optimization, and much more. Contact us and we'll be happy to discuss your needs.

Service Categories: Audit/CPA | Compliance | Mergers



LOANSTREET, INC.

530 Seventh Ave., Ste. 2001, New York, NY 10018

P: (646) 828-9000

www.loan-street.com

Sam Martin

Head of Sales Strategy
sam.martin@loan-street.com

LoanStreet is the first fully integrated, online platform that streamlines the process of sharing, administering and analyzing loans for credit unions, banks, and direct lenders. Our mission is to provide the most efficient, transparent, and robust suite of tools for financial institutions to manage their balance sheets, connect with partners, and effectively share risk. More than 1,300 financial institutions rely on LoanStreet to access a nationwide network of lenders and investors, track the performance of their loan portfolio, and more profitably grow and diversify their loan portfolios.

Service Categories: Loan Participations | Technology



MADISON INVESTMENT ADVISORS

550 Science Dr., Madison, WI 53711

P: (608) 274-0300

www.madisonadv.com

Bob Lindner

Vice President - Dir. CU Business Development

bobl@madisonadv.com

Madison's Credit Union Investment Management Services provide clients with the opportunity for enhanced portfolio yields and earnings through risk management and portfolio optimization. We offer investment advisory services, and provide investment solutions for total benefits pre-funding and charitable donation accounts. As a fiduciary, we deliver objective, fee-based advisory services (commission-free) that fit within clients' balance sheet risk profiles.

Service Categories: Employee Benefits & Compensation | Institutional Investments



MEMBER BUSINESS FINANCIAL SERVICES, LLC (MBFS)

2655 Interplex Dr., Ste. 106, Treviso, PA 19053

P: (866) 354-7151

www.mbfs.org

Mark Ritter

CEO

info@mbfs.org

MBFS is a credit union-owned CUSO supporting business lending programs. The CUSO provides underwriting, documentation, servicing, and loan origination services to their clients.



MEMBER DRIVEN TECHNOLOGIES

30230 Orchard Lake Rd., Farmington Hills, MI 48334

P: (586) 698-1319

www.mdtmi.com

Gary Lee

Chief Client Officer

glee@mdtmi.com

MDT hosts the Episys core platform from Symitar to provide credit unions with a private cloud alternative for core processing and IT needs. The CUSO's service-first, hybrid approach to outsourcing enables credit unions to boost efficiencies and security and reduce costs while maintaining a high level of control.

Service Categories: Data Processing | IT Outsourcing | Technology



MEMBER FIRST MORTGAGE LLC

616 44th St. SE, Grand Rapids, MI 49548

P: (616) 301-6274

www.memberfirstmortgage.com

Jamie Wiersma

SVP of CU Sales and Production

jamie.wiersma@memberfirstmortgage.com

Discover the benefits of partnering with a credit union-owned mortgage CUSO that shares your core values and understands your needs. We offer a variety of partnership models designed specifically for credit unions, and our advanced loan origination system will help you streamline the mortgage process and achieve your mortgage volume goals. We look forward to delivering innovative solutions to your credit union with our service, technology, and member-focused approach to mortgage lending. www.discovermfm.com, NMLS ID# 149532.

Service Categories: Mortgage Processing | Mortgage Subservicing | Mortgages



MARQUIS

5208 Tennyson Pkwy., Ste. 120, Plano, TX 75024

P: (214) 778-3023

www.gomarquis.com

Ryan Housefield

Chief Sales Executive

ryanh@gomarquis.com

Marquis, a financial services market leader, provides marketing and compliance software and expertise to assemble, analyze and act on your data. We give you the confidence and insight to make informed decisions, achieve your vision, and deliver measurable results. Marquis assembles data sources, and provides the tools and expertise to analyze and understand customer and member relationships and opportunities. Leverage the strength of our technology, consultants, analysts, and creative services to extend your reach.

Service Categories: CRM/MRM | Direct Marketing | Marketing



MERIDIANLINK®

3560 Hyland Ave. #200, Costa Mesa, CA 92626
P: (714) 415-4375

www.meridianlink.com

Anthony Fire

Business Development Manager
salessupport@meridianlink.com

MeridianLink® (NYSE: MLNK) powers digital lending and account opening for financial institutions and provides data-verification solutions for consumer reporting agencies. MeridianLink's scalable, cloud-based platforms help customers build deeper relationships with consumers through data-driven, personalized experiences across the entire lending life cycle. MeridianLink enables customers to accelerate revenue growth, reduce risk, and exceed consumer expectations through seamless digital experiences. Its partner marketplace supports hundreds of integrations for tailored innovation. For more than 20 years, MeridianLink has prioritized the democratization of lending for consumers, businesses, and communities.

Learn more at www.meridianlink.com.

Service Categories: Loan Originations Systems |
Online Account Opening | Online Banking



MYCUMORTGAGE

3560 Pentagon Blvd, Ste. 301,
Beavercreek, OH 45431
P: (937) 956-1125

www.mycumortgage.com

Dawn Rudie

Credit Union Development Manager
drudie@mycumortgage.com

Credit unions nationwide partner with myCUMortgage to strategically grow their mortgage business in a purchase market without adding overhead and help their members achieve homeownership. Our CUSO delivers comprehensive mortgage solutions, including a full suite of government and conventional products, plus training, marketing, originations, processing, underwriting, secondary market access and servicing throughout the life of loan that helps direct refi and other loans back to your credit union. We also offer the flexibility to incorporate your portfolio loans and the choice to retain servicing on those loans. This is how we mortgage! Equal Housing Opportunity. NMLS# 565434.



NASCUS | NATIONAL ASSOCIATION OF STATE CREDIT UNION SUPERVISORS

1655 N. Fort Myer Dr., Ste. 650, Arlington, VA 22209
P: (703) 528-8351

www.nascus.org

Amanda Tuckey

Vice President, Marketing and Communications
atuckey@nascus.org

The National Association of State Credit Union Supervisors (NASCUS) is the primary resource and voice of the state governmental agencies that charter, regulate, and examine the nation's state-chartered credit unions. NASCUS membership is made up of state-chartered credit unions, state regulators and other supporters of the state credit union system. NASCUS is the only organization dedicated to the defense and promotion of the state credit union charter and the autonomy of state credit union regulatory agencies.

Service Categories: Associations



NATIONAL COOPERATIVE BANK

2011 Crystal Dr., Ste. 800, Arlington, VA 22202
P: (772) 597-2356

www.ncb.coop/creditunion

Bill Stewart

Senior Vice President
wstewart@ncb.coop

National Cooperative Bank (NCB) is a leading provider of banking products and services to cooperative enterprises across the United States. Given our shared cooperative roots, credit unions and NCB have had a mutually beneficial relationship since NCB's inception. We currently work with over 800 credit unions, leagues, and CUSOs nationwide offering competitive deposit, cash-management, and correspondent banking services.

Service Categories: Corporate Credit Union |
Loan Participations | Online Banking



NEARMAN, MAYNARD, VALLEZ, CPAS & CONSULTANTS, PA

10661 North Kendall Dr., Ste. 201, Miami, FL 33176
P: (305) 598-1730

www.nearman.com

Chris Vallez, CPA

Partner
info@nearman.com

Established in 1979, Nearman, Maynard, Vallez, CPAs provides auditing and consulting services exclusively to credit unions throughout the United States. Our dedication to credit unions has given us the unique ability to provide exceptional service at a reasonable price. Our primary objective is to assist our clients in accomplishing their goal of being the best financial institution for their members. This objective is achieved through the quality of our audits, an excellent level of client service, and the overall value we provide. Our services include certified audits, supervisory committee guide audits, pension audits, internal audit, compliance, and much more!

Service Categories: Audit/CPA |
Compliance | Consulting



NICE ACTIMIZE

221 River St., Hoboken, NJ 07030
P: (551) 256-5000

www.niceactimize.com/xceed/

Chris Main

Senior Marketing Manager
christopher.main@niceactimize.com

Designed for today's credit unions, NICE Actimize Xceed offers real-time, complete fraud and AML coverage on a single cloud-native platform. Secure your members' transactions and finances 24/7/365.

Service Categories: Compliance | Enterprise
Risk Management (ERM) | Online Fraud/Security



NYMBUS

P: (855) 210-7874

www.nymbus.com

Allison Netzer

Chief Marketing Officer

anetzer@nymbus.com

Nymbus enables banks and credit unions of any size to grow and attract new market segments by delivering a full suite of banking technology, including loan origination, CRM, and digital, along with the operational resources to launch and run a new digital bank. Whichever growth path you choose, Nymbus buys back decades of lost time and accelerates your ability to engage and support the entire customer journey.

Service Categories: IT Outsourcing | Mobile Banking | Technology



OM Financial Group

OM FINANCIAL GROUP

101 Federal St., Ste. 800, Boston, MA 02110

www.om-financial.com

Emily Barrows

Director of Client Services

info@om-financial.com

OM Financial Group is an executive benefit consulting firm that specializes in providing sound advice to credit unions about supplemental executive retirement plans (SERPs) for their key executives. OM pioneered collateral assignment split dollar (SERP) programs for the credit union industry and continues to specialize in helping credit unions offer competitive and cost-effective employee benefit solutions. We believe that a relationship-driven approach with each of our clients ensures we fully understand their individual needs. Our goal is to educate credit union executives and their boards, so they are able to make informed financial decisions that are in the best interest of their credit union for years to come.

Service Categories: Board Education | Executive Recruitment | Mergers



OPEN LENDING

5508 W. Highway 290, #202, Austin, TX 78735

P: (512) 892-0400

www.openlending.com



OPPENHEIMER & CO. INC. CU INVESTMENT STRATEGY GROUP

1400 Abbot Rd., Ste. 140, East Lansing, MI 48823

P: (517) 333-7762

www.oppenheimer.com/thecreditunionisg

Mark B. Wickard

Managing Director - Investments

mark.wickard@opco.com

Service Categories: Consulting | Institutional Investment | Strategic Planning



PIPER SANDLER & CO

800 Nicollet Mall, Ste. 900, Minneapolis, MN 55402

P: (212) 466-7893

www.pipersandler.com

Jon Searles

Managing Director

Jon.Searles@psc.com

We help credit unions drive member value through best-in-class financial solutions. Our holistic approach and broad expertise allow us to provide big-picture strategies that satisfy the full-range of diverse credit union models. We also help clients offer better options to their members by providing quality assets for buyers, liquidity solutions for sellers, and accurately priced loan packages for both. We comprehensively consider the goals of each of our credit union clients and offer the right solutions to meet their needs.

Service Categories: Asset/Liability Management (ALM) | Loan Participations | Strategic Planning



ORIGENCE

18400 Von Karman Ave., Ste. 900, Irvine, CA 92612

P: (833) 908-0121

www.origence.com

General Inquiries

info@origence.com

Origence delivers the ultimate origination experience. For 25 years, we have helped lenders increase loan volume, create efficiencies, and fuel growth through our automotive, lending, and strategic solutions. Today, our next generation technology solutions and services span across indirect lending, consumer loan and account origination, marketing automation, auto shopping, and lending operations. We help financial institutions optimize the customer experience, leveraging integrated solutions to bring efficiency, productivity, and profitability to lenders. Visit www.origence.com for more information.

Service Categories: Indirect Auto Lending | Lending | Loan Originations System



PSCU

560 Carillon Pkwy., St. Petersburg, FL 33716
P: (844) 367-7728

www.pscu.com

Chris Gunnare

SVP, Chief Sales Officer
moreinfo@pscuc.com

PSCU, the nation's premier payments CUSO, supports the success of 1,500 credit unions representing more than 5.4 billion transactions annually. Committed to service excellence and focused on innovation, PSCU's payment processing, risk management, data and analytics, loyalty programs, digital banking, marketing, strategic consulting and mobile platforms help deliver possibilities and seamless member experiences. Comprehensive, 24/7/365 member support is provided by contact centers located throughout the United States. The origin of PSCU's model is collaboration and scale, and the company has leveraged its influence on behalf of credit unions and their members for more than 40 years. Today, PSCU provides an end-to-end, competitive advantage that enables credit unions to securely grow and meet evolving consumer demands.

Service Categories: Call Centers | Credit Card Processing | Debit Card Processing

RAYMOND JAMES

RAYMOND JAMES & ASSOCIATES, INC.

880 Carillon Pkwy., St. Petersburg, FL 33716
P: (800) 366-7426

www.rjfs.com

Elisabeth Vogel

Managing Director
Elisabeth.vogel@raymondjames.com

Decades of time-tested performance have shaped the Raymond James fixed income division, one of the largest of any firm off Wall Street. Our team of more than 500 ranks among the nation's top underwriters of new issue agencies and municipal securities.* We are dedicated to serving depository institutions, insurance companies, municipalities and money managers in four areas of expertise: research and strategies, trading, institutional sales and public finance.

Service Categories: Asset/Liability Management (ALM) | Institutional Investments | Market Research



RENOFI

2093 Philadelphia Pike, #8855,
Claymont, DE 19703
P: (320) 444-0291

www.renofi.com

Austin Wentzlaff

Business Development Executive
austin@renofi.com

Renofi is the renovation-enablement platform company that empowers lenders to offer best-in-class financing solutions that better meet the needs of today's homeowners. The company offers the only end-to-end loan origination and underwriting platform specifically built to enable renovation lending, allowing homeowners to borrow against their home's after-renovation value, instead of the home's current value, increasing borrowing power by 11x on average. The company is backed by leading investors including Canaan, First Round Capital, Nyca Partners & CMFG Ventures. To learn more please visit <https://www.renofi.com/>.

Service Categories: Mortgages | Technology



RSM US LLP

30 S. Wacker Dr., Chicago, IL 60606
P: (800) 274-3978

www.rsmus.com

Steven Marsden

Partner
steven.marsden@rsmus.com

At RSM, we are first-choice advisors dedicated to shaping the future of the middle market globally. During our almost 100-year history, we have built a distinctive culture and a reputation for delivering high-quality services and insights that position us as the leader in the middle market. From accounting and tax to specialized consulting services, our industry specialists serve a wide variety of credit unions and other financial institutions.

Service Categories: Audit/CPA | Compliance | Consulting



SHARETEC SYSTEMS, INC.

7989 Lake Dr., Lino Lakes, MN 55014
P: (844) 802-4441

www.sharetec.com

Danielle Bucella

Director of Marketing
dbucella@sharetec.com

Sharetec is a leading provider of agile, bold credit union software that improves credit union operations and members' financial lives. Since its inception in 1993, Sharetec has grown steadily, supporting over 280 credit unions. With five offices nationwide and additional development overseas, Sharetec continues to propel the success of credit unions across the United States, U.S. territories, and the Caribbean. In 2022, the company achieved its highest customer satisfaction rating and saw the highest number of credit unions choosing Sharetec in its 30-year history.

Service Categories: Data Processing | Statement Printing | Technology



STATE NATIONAL COMPANIES

1900 L Don Dodson Dr., Bedford, TX 76021
P: (800) 877-4567

www.statenational.com

Heather Clyde

Content Marketing Manager
hclyde@statenational.com

As the nation's premier portfolio protection specialist for 50 years, and the only provider who is also the underwriter, State National offers customized, cost-effective solutions with less paperwork, less time and effort required, and greater transparency, all while delivering more in claim dollars than our competitors.

Service Categories: Compliance | Institutional Insurance | Technology



SUPPORT EXP

836 E. Franklin St., Dayton, OH 45459
P: (800) 444-5465

www.supportexp.com

Dennis Gilbert

Relationship Development Manager
dgilbert@supportexp.com

For over two decades, Support EXP has innovated to successfully help credit unions deliver a differentiating member experience by optimizing their MX performance. Our comprehensive, data-driven MX solutions, including surveys and mystery shopping; action-driven, insight-rich MX analytics; targeted MX research and expert guidance all work together to drive you toward your success.

Service Categories: Consulting | Credit Union Research | Performance Benchmarking



SYMMETRY LENDING

6600 Peachtree Dunwoody Rd. Bldg. 300, Ste. 125, Atlanta, GA 30328

P: (317) 796-3559

www.symmetrylending.com

Syd Libsack

President
jarrett.settles@symmetrylending.com

Symmetry Lending provides dedicated focus to your HELOC needs, delivering industry-leading service, speed, and simplicity as your piggyback and post-close piggyback specialists. Symmetry's HELOC offering is available in over 30 states from coast to coast.

Service Categories: Lending | Loan Participations | Mortgages



STRATEGIC RESOURCE MANAGEMENT (SRM)

5100 Poplar Ave., Ste. 2500, Memphis, TN 38137
P: (901) 681-0204

www.srmcorp.com

Service Categories: Card Portfolio Management | Strategic Planning | Technology Consulting



SYFRR

www.syfrr.com

Scott Goessling

CEO
scottg@syfrr.com

SYFRR provides an end-to-end, AI-enhanced, real-time lending automation platform that works to humanize digital lending. The simple-to-use platform requires no long-term contract or expensive integration. SYFRR completes the entire lending process, including underwriting, security checks (fraud, OFAC, AML, and KYC) and presents signature-ready documentation, within a few clicks. Previously unreachable and unprofitable opportunities are transformed into bottom line value via a simple click or scan.

Service Categories: Loan Origination



SYNERGENT

2 Ledgeview Dr., Westbrook, ME 04092

P: (800) 341-0180

www.synergentcorp.com

Tim Brooks

VP, Corporate Marketing
tbrooks@synergentcorp.com

Credit unions partnering with Synergent gain a data-driven managed services provider that becomes a true extension of their team. We are a strategic host of Jack Henry™ Symitar® core processing, deliver integrated credit and debit card solutions, and provide customized marketing and communication services — all through a single source. Synergent treats every credit union as unique, customizing integrated solutions for each of its credit union partners. We strive to make credit unions stronger and more efficient, and our goal is to make sure they get the most out of their technology investments. Learn more about the Synergent Advantage at synergentcorp.com.

Service Categories: Credit Cards | Data Processing | eMarketing

TEMENOS USA INC

40 General Warren Blvd., Malvern, PA 19355
P: (484) 324-2048

www.temenos.com

Bryan Niedzwiecki

Sales Executive
bniedzwiecki@temenos.com

Temenos (SIX: TEMN) is the world's leading open platform for composable banking, creating opportunities for over 1.2 billion people around the world every day. We serve two-thirds of the world's top 1,000 banks and 70+ challenger banks in 150+ countries by helping them build new banking services and state-of-the-art customer experiences. The Temenos open platform helps our top-performing clients achieve return on equity three times the industry average and cost-to-income ratios half the industry average. For more information, visit www.temenos.com

THE BAKER GROUP, LP

1601 N.W. Expressway, 20th Fl.,
Oklahoma City, OK 73118

P: (800) 937-2257

www.GoBaker.com

Mark D. Baumann

Managing Director
mbaumann@gobaker.com

The Baker Group is one of the nation's largest independently owned securities firms specializing in investment portfolio and asset/liability management for credit unions. We have helped our clients maximize investment portfolio performance through total balance sheet management for 40 years. Our proven approach of total resource integration for credit unions utilizes software and products developed by Baker Software Solutions combined with the firm's investment experience and advice.

Service Categories: Asset/Liability Management (ALM) | Board Education | Institutional Investments

THE POD ADVERTISING

124 Marriott Dr., Tallahassee, FL 32301

P: (844) 457-7655

www.thepod.agency

Nick Chiamardas

CXO
nick@thepod.agency

Proudly serving the good guys of banking... The Pod is an Emmy award-winning agency specializing in all things credit union marketing. With nationally-recognized expertise in branding, website design, video production, product innovation, campaign development, and more, The Pod is Blooming Creative.

Service Categories: Advertising | Branding | Website Design



THE SERVION GROUP

500 Main St., New Brighton, MN 55112

P: (651) 631-3111

www.myservion.com

S. Brad Crandall

CEO

Founded in 1987, The Servion Group, a CUSO, partners with credit unions around the country, providing them with the tools and support they need to establish and grow their businesses. The company offers solutions that empower credit unions to succeed in the areas of mortgage lending, commercial lending, residential and commercial title, real estate, and financial advisory.

Service Categories: Business Lending | Member Financial Planning | Mortgages



THE STELLAR FINANCIAL GROUP

1111 Benfield Blvd., Ste. 230,
Millersville, MD 21108
P: (402) 206-2387
www.thestellarfinancialgroup.com

Craig Simmers
Managing Partner
CraigS@stellarfgr.com

Many marketing companies have great ideas, but the difference with The Stellar Financial Group is that we know the way to execute strategies that drive results. It's all about your goals, your objectives, and your resources. Our solutions are tailored to offer what financial institutions really need, loans and deposits.

Our product solutions include our auto loan recapture program, deposit account acquisition, CD acquisition marketing, home equity/HELOC marketing, and more!

Service Categories: Auto Lending |
Direct Marketing | Market Research



TRIVERITY & THE LOAN SERVICE CENTER

26263 Forest Blvd., Wyoming, MN 55092
P: (800) 377-1798
www.triverity.com

Wendy Elieff
SVP Client Service & Marketing
wendy@triverity.com

TriVerity, a PSCU company, is a full-service collection agency managing non-performing and charged-off loans with a comprehensive menu of third-party collection services. Since 1990, TriVerity has worked with over 2,700 financial institutions nationwide and is a leading industry expert for financial institution collections of all loan types. The Loan Service Center (TLSC) provides first-party delinquency management to minimize loan loss by managing early-stage delinquency. TriVerity and TLSC's broad spectrum of collection resources and extensive training programs help financial institutions manage and mitigate loan delinquency rates.

Service Categories: Collections |
Consulting | Employee Training



TRUHOME SOLUTIONS, LLC

9777 Ridge Dr., Lenexa, KS 66219
P: (913) 981-1748
www.truhome.com

Jeff Vossen
SVP, Mortgage Originations & Operations

TruHome Solutions is an award-winning mortgage CUSO that exercises transparency in every detail, recommending tailored, effective solutions based on each partner's specific needs. Built by approachable, knowledgeable, and service-minded professionals, TruHome seeks to deliver Real. Simple. Service. to credit union partners and their members – every time.

Service Categories: Lending |
Mortgage Processing | Mortgages



TRANSUNION

555 W. Adams St., Chicago, IL 60661
P: (312) 985-3715
www.transunion.com/creditunions

Sean Flynn
Director, Credit Unions
sean.flynn@transunion.com

Service Categories: Enterprise Risk
Management (ERM) | Lending | Marketing



TTEC DIGITAL, FORMERLY KNOWN AS AVTEX

9197 S. Peoria St., Englewood, CO 80112

P: (800) 323-3639

www.ttecdigital.com

TTEC Digital is a full-service customer experience consulting and solution delivery provider focused on helping organizations create better experiences for their customers. With an unparalleled breadth of knowledge and experience, and partnerships with leading technology vendors, TTEC Digital is suited to address any CX challenge. Our solutions and services incorporate the power of data throughout two key phases to achieving CX transformation:

1. CX Design: From journey mapping to CX design thinking, get the support you need to set the foundation for CX success.
2. CX Orchestration: From technology implementation to training, ensure you have the capabilities to execute your CX strategy.

Service Categories: Consulting |
Technology | Technology Consulting



TURNER, WARREN, HWANG & CONRAD

100 N. First Street, Ste. 202, Burbank, CA 91502

P: (818) 954-9700

www.twhc.com

Kian Moshirzadeh

Partner

kianm@twhc.com

CPAs and consultants specializing in a full suite of services to credit unions and CUSOs since 1987. In addition to opinion, internal, pension, and compliance audits, TWHC provides tax planning and compliance services for credit unions and CUSOs. TWHC leverages its in-depth knowledge of the credit union industry to provide robust reports that offer superior value.

Service Categories: Audit/CPA |
Compliance | Consulting



UNITED SOLUTIONS COMPANY

1585 Summit Lake Dr., Ste. 300,
Tallahassee, FL 32317

P: (850) 942-9186

www.unitedsolutions.coop

Jim Giacobbe

President and CEO

sales@unitedsolutions.coop

United Solutions Company (USC), a Tallahassee-based credit union service organization (CUSO), was founded in 1983 for the purpose of providing 24/7 online, real-time credit union data-processing services. USC is owned entirely by credit unions and is a member of the National Association of Credit Union Service Organizations (NACUSO).

Service Categories: ATM Networks |
Collections | Data Processing



VERICAST

10931 Laureate Dr., San Antonio, TX 78249

www.harlandclarke.com

Christina Busca

Executive Director Sales Operations

Christina.busca@vericast.com



VISA U.S.A., INC.

900 Metro Center Blvd., Foster City, CA 94404

P: (202) 802-1937

www.visa.com

Sri Gowd

Senior Director, Community Practice



VOLUNTEER CORPORATE CREDIT UNION (VOLCORP)

2460 Atrium Way, Nashville, TN 37214

P: (615) 232-7900

www.volcorp.org

Wade Stapleton

VP, Marketing/Innovation

wstapleton@volcorp.org

Volunteer Corporate Credit Union (VolCorp) is a not-for-profit financial cooperative that serves over 330 natural-person credit unions nationally. Founded in 1981, VolCorp was created with the express purpose of providing low-cost financial services and competitive investment and lending rates to their members/owners. VolCorp exists solely for the benefit of their member credit unions

Service Categories: Asset/Liability Management (ALM) | Check Processing | Consulting



XPRESS DATA, INC.

10983 Via Frontera, San Diego, CA 92127

P: (858) 676-9888

www.xdi.com

Anne McClure

SVP

With over 25 years of experience serving exclusively credit unions, Xpress Data, Inc (XDI) expertly produces electronic and print documents for over 240 credit unions. XDI's intentional focus on the credit union industry has allowed them to become experts at designing documents that are optimized for efficient production and member-readability. Customized documents are delivered via print and/or electronic presentment. Credit union clients enjoy substantial production and postage cost savings, and improved quality, efficiency and appearance of member communications. XDI processes data from most credit union core providers, and has established SSO/API connections with over 20 different online banking providers.

Service Categories: Document Imaging | e-Statements | Statement Printing
