

We're on a ROLL!

On September 15, 2003, the Canadian credit union system saw the launch of its own e-knowledge and learning network. On that date, CUSOURCE had no subscribers (individual or corporate) and no users as not even CUIC students had been migrated to CUSOURCE. In essence, that was CUSOURCE's "ground zero".

What a change in fifteen months!
By December 31, 2004:

- 168 credit unions and Centrals were Corporate Subscribers, including 53 of the largest 100 credit unions.
- Over 7000 employees and board directors were Individual Subscribers.

CUSOURCE is on a r-o-l-l and we're glad that you are part of the action. Let's keep up the momentum. For our part, CUSOURCE has two primary objectives for 2005:

1. continue to build user value by providing timely, relevant information and learning.
2. enhance the CUSOURCE system in terms of user friendliness.

In terms of Objective 1, we are adding new **workshops, camps, web-courses** and **programs** to our learning catalogue. For Objective 2, we are simplifying the technical **competencies** and adding behavioural ones thanks to an agreement with **Credit Union Central of Saskatchewan**. We're also enhancing the usability of the CUSOURCE system based on the comments we received from users, like you, throughout 2004. Because we're owned by the credit union system, we're working for you. So, let's keep up the momentum! For a taste, *un soupçons*, of what is coming up for 2005, turn the page.

We will be using CUSOURCE a lot this year. In our "Dare to Soar" program, each employee will have an individual learning plan. The competencies and gap analysis will help employees and me develop these plans and then track their progress. CUSOURCE will also free up my time from keeping extensive files and enable me to spend more time on implementing the program. In addition, with the Harvard Business School and NETg courses, staff can gain more knowledge in areas such as stress management, time management, coaching, and leadership just to name a few. These web courses are so convenient and so cost effective.

Susan Wakeford

Training & Development Manager
Kawartha Credit Union

contents

New Programs, Workshops, Courses	2 - 3
Banff Leadership Camp	4 - 5
Check Out Our Centrefold!	
CUIC Program Graduates	6 - 9
Exam Report	10
Risk-Based Lending	11
Commercial and Retail Lending	12 - 13
More NETg Titles!	14
e-Ratings	15
Balanced Scorecard	16
National Webcasts	16

new Workshops

Enterprise Risk Management

2004 ended in Ontario with a bang as more than 50 senior executives from that province's credit unions attended CUSOURCE's first Enterprise Risk Management (ERM) workshop. From ensuing phone calls, we know that the discussion on ERM did not stop there but continued into the meeting rooms of the participants' credit unions. In short, this workshop was an unqualified success in terms of providing these senior executives with a different perspective on their business operations. As a result, more workshops are now scheduled for Ontario and all other provinces.

ERM Fits New Risk Assessment Framework

The Stabilization Fund of BC along with six BC credit unions engaged Grant Thornton Inc. to develop a management workshop on Enterprise Risk Management. This course has been entrusted to CUSOURCE for nation-wide delivery.

To emphasize the importance of this approach to risk management, **Andy Poprawa**, CEO of the Deposit Insurance Corporation of Ontario (DICO) not only provided opening remarks at the workshop in Burlington, but later commented on the relevance of ERM to Ontario credit unions. "As a deposit insurer," he said, "DICO fully supports

not only the concept of ERM but the implementation of a robust process to review various types of risks and ensure that they are being appropriately managed. Further, the ERM model fits in very well with our revised standards of sound business and financial practices as well as our proposed approach to a new risk assessment framework to be unveiled in early 2005." **Darrell Kuhn**, CEO, Risk Management Agency in New Brunswick concurred. "A strong risk management framework builds and solidifies trust and credibility at all levels: board, management, employees, members, government, the public and other key stakeholders. In today's environment, the one thing we need to manage is our reputation."

Case-Based Workshop

The underlying premise of ERM is that risk must be managed enterprise wide by everyone in your organization everyday. As such, the workshop uses a case study approach to examine effective management of various categories of risk: regulatory, operating, reputation, marketing, and credit. You leave this one-day session with a set of strategic tools that will help you and your employees develop strategies for enterprise-wide risk management.

ERM for Boards

In addition to highlighting the impact of ERM on organizational practices and processes, these ERM workshops also clarify the board's and management's role in setting ERM strategy. Thus, this workshop is presented in two formats:

- a full day for executives, CFOs, risk management officers or any credit union employee responsible for Risk Management.
- A 3-hour workshop for board directors.

For more information, contact your CUSOURCE Regional office.

SALES & SERVICE – Two One-Day Workshops Part of Larger Program

In January, CUSOURCE launched two, one-day workshops, one addressing the fundamentals of Sales; the other, the fundamentals of Service.

Both workshops form part of a larger Sales and Service Program that will be unveiled in the Spring. But right now, you can attend either or both of these workshops and receive credit for them in the Sales and Service Program.

For information on these new workshops or any other workshops, contact your CUSOURCE Regional office.

new Web Courses

- **It's a Matter of Privacy (CU01-PRIV):** Now you can enroll, launch, and learn the 10 principles of the PIPED Act more readily than ever before. CUIC's widely distributed CD entitled *It's a Matter of Privacy* has been reprogrammed for the web. The multi-media web version includes many of the same features as the CD but is so much more accessible. Just enroll and then launch at any time from **My Learning Plan**.

Cost? Like **Preventing and Detecting Money Laundering (CU01-ML)**, access to "Privacy" is included in the \$40 CUSOURCE Individual Subscription fee.

- CU00-210 CUIC's popular **Consumer & Residential Mortgage Lending** course is now web-based! In fact, this course is now only available in a web format, just like *Credit Union Commercial Lending (CU00-345)*. However, you have the option at the end of each module of printing a .pdf file of the text.

Module 1 FREE!! Module 1 of *Consumer & Residential Mortgage Lending* is free. So, whether you are planning to take the entire course or are just curious about it, enroll. Try it, whether or not you are currently in lending. Under **New Learning** in the Catalogue, look for CU01-210-M1 *Introduction to Consumer Lending*. Then click.

- **More courses from NETg.** See page 14 for more information.

new Programs

At CUSOURCE, a “program” is a cluster of courses/learning activities that may include:

- Instructor-led courses (workshops, camps)
- Web or e-courses (from CUSOURCE, NETg, Harvard)
- “Correspondence” courses (e.g., CUIC paper-based courses)

This “blended” approach to program development is recognized as being one of the most effective in terms of initial learning and then transfer of learning to the work place.

Programs Are Road Maps

CUSOURCE’s programs serve as road maps that guide course selection and ultimately, business acumen in particular areas. Some CUSOURCE programs culminate in a CUIC/Dalhousie certification/designation; others, in a CUSOURCE certificate of completion.

Track Your Progress

When you enroll in a program, all of the associated courses are added to your personal Learning Plan. From there you can enroll in the individual courses, even launch e-courses, when it is most appropriate. Now tracking your progress both through individual courses and through an entire program is easy and at *your* fingertips.

For More Information

You can find information on all CUSOURCE programs (including CUIC designation programs) in two ways:

1. On the home page (www.cusource.ca): click Learning, then Programs under Course Catalogue.
2. Login to CUSOURCE. On the Knowledge Exchange, click on Programs under CUSOURCE Catalogue on the Knowledge Exchange.

Results of a July-August 2004 survey by Balance Learning Limited of 150 U.S. and 118 U.K. learning professionals indicate that:

- 65.4% of U.S. respondents rated blended learning as the most efficient and effective form of training.
- 77% of U.S. organizations use blended learning.
- blended learning accounts for over 16% of all training in the U.S.
- use of blended learning is expected to double to 29.4% of all training by 2006.
- e-learning expected to increase to 24% of all training in the US and UK.

Growth in blended learning attributed to:

- need to reduce time and costs associated with being away from the job
- assisting with effective transfer of learning back to the job

For full report see ASTD’s TD Magazine, November 2004

Leadership Camp – the “Jewel” in the Leadership Crown



THE BANFF CENTRE

“We need leadership training. And we need it at all levels of the organization.” Where ever she went in 2003, she heard the same message. So, Cheryl Byrne, CUSOURCE’s executive director resolved to do just that. The result: in 2004, CUSOURCE tackled the topic head on and delivered leadership-related training for various levels of the organization and accessible in various modes. Just do a search on “lead” in the Cusource Catalogue to see what we mean.

But the jewel in CUSOURCE’s leadership development crown is the 5-day “leadership camp” – “Credit Unions – Leading for the Future.” The camp was held twice in 2004 – at the end of June and end of October. In all, more than 40 of our system’s current and developing leaders participated. They came from credit unions, the Centrals and our sister organizations. Was it worth the price of admission? What would you learn if you went? Read on.

Credit Unions:

Leading for the Future

These organizations have invested in developing their leaders by sending them to CUSOURCE’s program with the Banff Leadership Centre. CUSOURCE thanks those organizations that sponsored employees for the June 2004 pilot of this leadership camp. (*)

- Agricard (MB)*
- Agrifinance (MB)
- Community Savings (AB)
- Concentra Financial
(formerly Co-operative Trust Company)*
- Credential Financial*
- Credit Union Central of Canada (ON)*
- Credit Union Central of New Brunswick*
- Credit Union Central of Manitoba*
- Credit Union Central of Ontario*
- Credit Union Central of Saskatchewan*
- CUMIS*
- Greater Victoria Savings (BC)*
- Heartland Community (ON)
- Metro (ON)*
- North Shore (BC)
- Northern (ON)*
- Powell River (BC)*
- Prince George Savings (BC)*
- South Interlake (MB)*
- Spruce (BC)
- Sunshine Coast (BC)
- Valley First (BC)
- Vancouver City Savings (BC)
- Victory (NS)*

Credit Union Leaders “Highly Engaged, Motivated, Curious... Ready to Tackle Tough Issues”

Those are the sound bites from **Kevin Yousie** and **Bastiaan Heemsbergen**, the two lead facilitators of the Banff leadership camp. These words are high praise from individuals who have mentored and coached thousands of leaders and high potential leaders across all industries in a variety of leadership development programs.

We have been particularly impressed with the quality of the credit union leaders in this program. They are highly engaged and motivated to learn and grow, willing to explore, be curious, and tackle tough issues in the competitive financial services sector. Notwithstanding the diversity of their roles and the broad range of geographic locations represented, the participants attending quickly managed to find common ground and develop into high-performing teams.

Between presenters and participants, there appears to be something of a mutual admiration dynamic. “Kevin is a fantastic presenter who uses excellent insight and humour.” Bastiaan is “the god of emotional intelligence! He has an outstanding ability for story telling that tie the concepts together and allow him to connect very effectively with the group. It was an honour and pleasure to spend time with him.”

This 30,000 foot perspective sounds inspiring. But how does the leadership camp look at ground level? In the comments included in the information brochure, you’ll read statements like:

- “...this [professional development] program was spectacular.”
- “a life changing experience.”
- “The fact that this program is credit-union specific was fundamental to its success and one of its greatest assets.”
- “I now approach a corporate challenge with a fresh perspective and an appreciation of others’ thinking patterns and leadership styles.”

Most importantly, what are the take-aways? Do participants leave with tools that they can use immediately? Here’s is what two participants from the October session shared with us.

Feeling you should be there? Mark June 18-24 on your calendar.

For more information about and to enroll in Leading for the Future, click on CU03-CLP **Leading for the Future** in the CUSOURCE Catalogue. Space is limited and, yes, people have already started to enroll.

Note: Kevin Yousie will be a guest speaker on our National CUSOURCE Live web casts. See Weekly National Web Casts on the last page of In Touch.

Jim Lynn
CEO, Heartland Community CU (ON)

*Besides the networking, the real value of this program for me was the action plan we developed at the end of the session and the practical tools that we left with. Within two weeks, I was already working with our senior management team with some of these tools. We have a strong progressive team; however, I believe these tools can assist us in moving towards our vision of the future. The **Personality Profile** is an example. We ordered the test and each of the senior management team is completing the Profile so that they can determine their own thinking style, and develop a better understanding of the styles of others on our team. We’re also developing a **Code of Co-operation** - ground rules for the senior management team to further support our development as a team.*

From one discussions at Banff, a participant shared a tool that encourages more feedback for the leader. This involves asking each of the leader’s direct reports “What 3 things should I continue doing, what 3 things should I stop doing and what 3 things should I start doing.” I have undertaken this exercise with my team and received some very interesting and useful responses!

Rick Cooney
CFO, Sunshine Coast CU (BC)

*This program “teaches you the basics of bringing a team together – ideas you can apply immediately back at the office. For example, **The Johari Window** is about personal disclosure and requesting honest feedback. The ultimate objective is to increase team effectiveness by every member getting to know themselves and each other better. I also enjoyed the pre-work to the program that involved our assessing our own thinking style through the **Personality Profile**.*

*But the real value of the program for me was the **Accountability Agreement** that was part of the Performance Management presentation. The agreement is founded on 7 questions that you as a leader ask the individuals who comprise your team. For example, “Why does our business unit exist? What is the scope of your responsibility? What support do you need to be successful? What are the consequences for positive or negative results?”*

The other take-away from this really timely leadership program was “the 20 most important words” you can use as a leader. I strongly encourage people to take the program to find out what they are. I have them posted in my office as a reminder.

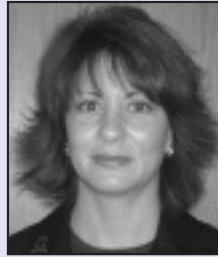
ACCREDITED CREDIT UNION SALES AND SERVICE REPRESENTATIVES



AB
Chantalle Kaplan
Accredited Sales &
Service Rep.
Lakeland



AB
Cheryl McCutchen
Accredited Sales &
Service Rep.
Lakeland



MB
Christine Green
Accredited Sales &
Service Rep.
South Interlake



MB
Irene Sallee
Accredited Sales &
Service Rep.
Winnipeg Police



ON
Carrie Calvano
Accredited Sales &
Service Rep.
Sudbury Regional



ON
Doris Cook
Accredited Sales &
Service Rep.
Sudbury Regional



ON
Sandra Guerin
Accredited Sales &
Service Rep.
Sudbury Regional



ON
Melanie Quesnel
Accredited Sales &
Service Rep.
Sudbury Regional



ON
Penny Stewart
Accredited Sales &
Service Rep.
Sudbury Regional



SK
Marilyn Yanko
Accredited Sales &
Service Rep.
Cornerstone



SK
Celina Olsen
Accredited Sales &
Service Rep.
Meadow Lake

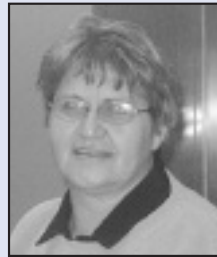
Congratulations



SK
Penny Denman
Accredited Sales &
Service Rep.
Raymore



SK
Pamela Gotto
Accredited Sales &
Service Rep.
Raymore



SK
Judy Weber
Accredited Sales &
Service Rep.
Raymore



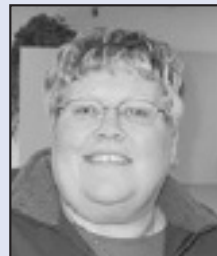
SK
Lorraine Mokry
Accredited Sales &
Service Rep.
Southwest



SK
Nicole Gervais
Accredited Sales &
Service Rep.
Southwest



SK
Jean Olfert
Accredited Sales &
Service Rep.
Southwest



SK
Faye Phillip
Accredited Sales &
Service Rep.
Southwest



SK
Autumn Barta
Accredited Sales &
Service Rep.
Spectra

Congratulations to the **CERTIFIED SALES AND SERVICE REPRESENTATIVES** pictured above and to:

Teresa Bohme
Lakeland (AB)

Michele Dupont
South Interlake (MB)

Lorinda Ellsworth
Sudbury Regional (ON)

Vicky Foster
Westoba (MB)

Denise Gilmore
Teachers' (ON)

Sandra Hanson
Eastend (SK)

Laurie Hirtle
Westoba (MB)

Kristyn Kolosky
Westoba (MB)

Lynda Lane
Hald-Nor (ON)

Danica Martin
Envision (BC)

Deb Overholt
Heartland (ON)

Tammy Palaniu
Westoba (MB)

Andrea Rittaler
Spectra (SK)

Elaine Rogg
Southwest (SK)

Joan Sararas
Heartland (SK)

Lisa Scott
Westoba (MB)

CUIC FELLOW DESIGNATES



AB
Steve Brinton, FCUIC,
Branch Supervisor
1st Choice Savings



AB
Kym Moore, FCUIC,
Corporate Trainer
Capital City Savings
and Credit Union



AB
Marina Vinek, FCUIC,
Compliance Officer
Common Wealth



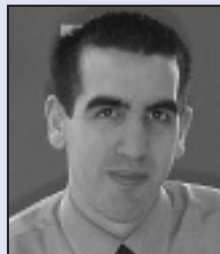
AB
Corey Dows, FCUIC,
Commercial Lender
Lakeland



AB
Michelle Mann, FCUIC,
Member Service
Representative II
Lakeland



BC
Felice Iorio, FCUIC,
Business Account
Manager
Island Savings



BC
Mark Marcil,
B.A., FCUIC,
Branch Services Rep.
Island Savings



MB
Jamie Antonation,
B.A., FCUIC,
Branch Supervisor
Crocus



NB
Jacqueline Jardine,
FCUIC,
Assistant Manager
New Brunswick Teachers
Association

Congratulations to the CUIC FELLOW DESIGNATES pictured above and to:

Sharla Mertin, FCUIC,
Community Savings (AB)

Janice Allen, FCUIC,
Westoba (MB)

Teresa Gosnold, FCUIC,
Westoba (MB)

Karen Harding, FCUIC,
Credit Union Central (PEI)

James Puetz, FCUIC,
Conexus (SK)

Jodie Ochitwa, FCUIC,
Nipawin (SK)

Dallas Molloy, FCUIC,
Transcona (MB)

Laura McCafferty, B.A., FCUIC,
Coastal Community

Congratulations



SK
Janelle Brady, FCUIC,
Relationship Manager
Conexus



SK
Sharla Jensen,
B. Comm., FCUIC
Operational Analyst
Southwest



NF
Angelo Minier, FCUIC,
Commercial Account
Manager
Prince Albert



NS
Cindy Theriault, FCUIC,
Préposée au service des
membres
C. P. de Clare



ON
Tina Van Loon, FCUIC,
Marketing specialist
St. Willibrord
Community



ON
John Remillard,
CGA, FCUIC,
Loan Clerk
Oshawa Community

CUIC ASSOCIATE DESIGNATE



ON
Lori Gaudette, FCUIC, ACUIC
Chief Executive Officer
Oshawa Community

JUNE AND NOVEMBER 2004 EXAM REPORT

Summary of the results for the June and November 2004 exam sittings. Total exams written in March, June and November in 2004 exceeded 1600.

CUIC2005 Calendar

For important CUIC-related dates in 2005, click on **CUIC Information** under **CUSOURCE Resources in the Knowledge Exchange**

CUIC Exams	Number of Examinees		Mark above 60% (%)		Highest Mark (%)		Average Mark (%)	
	June	Nov.	June	Nov.	June	Nov.	June	Nov.
Sales & Service Accreditation	19	30	100	93	87	90	75	72
CU00-185	99	121	84	88	91	93	71	72
CU00-200	82	135	77	82	95	90	70	72
CU00-210	153	168	94	94	89	88	72	72
CU00-225	16	12	100	92	86	79	76	74
CU00-235	5	8	100	100	81	86	68	72
CU00-240	46	63	87	84	90	90	70	70
CU00-315	8	8	100	100	91	90	79	81
CU00-325	32	35	94	97	85	88	73	76
CU00-340	14	17	93	94	85	89	71	75
CU00-345	20	34	95	94	87	85	73	72
CU00-346	17	20	88	85	88	84	73	75
Total	511	651						

TOP SCORERS

Congratulations to the following individuals who scored the highest grade in their respective courses.

COURSE	NAME	%	CREDIT UNION	PROV
Sales & Service Accreditation	Sherry Ryan	88%	Reddy Kilowatt	NL
	Lisa Scott	88%	Westoba	MB
CU00185	Diane Tracksell	87%	Langham	SK
	Cheryl Kelley	87%	Servus	AB
CUIC200	Brenda Scheidt	87%	Kindersley District	SK
	Ericka Hewitt	87%	Coastal Community	BC
	Roxanne Diesen	87%	BCU Financial	SK
	Brent Smith	87%	Prince Albert	SK
CU00210	Jody Winstanley	87%	North Shore	BC
	David Melsted	87%	Coastal Community	BC
CU00225	Krystal Yarie	87%	Common Wealth	AB
	David Morgan	87%	South Interlake	MB
CU00235	David Morgan	87%	South Interlake	MB
	Martin Groote	87%	Bulkley Valley	BC
CU00240	Tracy Cartlidge	87%	Powell River	BC
	Denise Robert	87%	Saskatoon	SK
CU00315	Clifford Hatlelid	87%	CU Deposit Guarantee Corp	SK
CU00325	Monique Drisdelle	87%	Capital City Savings	AB
	Tamia Hatler	87%	Bulkley Valley	BC
CU00340	Caroline Li	87%	Vancouver City Savings	BC
	Bill Sherritt	87%	Vancouver City Savings	BC
CU00345	Audrey Halvorsen	87%	Westoba	MB
	Ryan Dmytruk	87%	Prince Albert	SK
CUIC346	Guy Bonneau	87%	Servus	AB
	Grace Pinkney	87%	White Fox Savings	SK
	Rachael Yuristy	87%	Horizon	SK

IF YOU'RE NOT DOING RISK-BASED LENDING, YOU'RE "MISSING THE BOAT!"

Who better to know than someone from Atlantic Canada! That's how **Shirley Hall**, Manager of Lending, Heritage Credit Union (NS) felt after participating in Rex Johnson's Risk-Based Lending working in Ontario in October 2004. "I went to the workshop with a closed mind but I quickly had a change of heart. When I consider some of our turndowns, we may be too quick in making that decision. I've learned that we need better training on how to use credit bureau information, particularly the Beacon score. Risk-based lending (RBL) is all about knowing people. When I think about it, there are areas where I think we could take more risk but still respond to auditors' and regulators' concerns. Right now, we're not priced for risk the way we should be. But we need to focus on additional training. At our two-day in-house forum for our own lenders, I discussed what I learned about the Beacon score. That's the first step."

Branch Manager, **Christine Chapman**, is one of five employees at Auto Workers Community Credit Union (Ontario) to attend this Risk-Based Lending Workshop. Retail Credit Manager, **Michael Hewer** and another Financial Services Representative attended the workshop two years ago and were so enthusiastic about the approach that senior management decided to invest in sending Christine Chapman and two other consumer lenders. In November, the 5-person team met to determine how the concepts could best be implemented at Auto Workers.

"The principles of risk-based lending require a better understanding and review of the member's credit report than our previous practice," Michael commented. "This analysis helps us identify credit opportunities. But it also let's us go one step further: explain to members how they can improve their credit rating/Beacon score so that in the future they will qualify for a better interest rate and save money."

"To date we've been doing risk-based pricing, not risk-based lending," Christine summarized. "Implementing some RBL concepts will enable us to reduce our turndowns and improve our

spreads. But we need our lenders, collectors and front line staff to be attuned to the additional risk we would be assuming. RBL is a change in mindset. We'll modify some of Rex's ideas so that we balance growth with good lending practices in a way in which we're comfortable. But his workshop really makes you look at things differently."

members we would not have served before. That's because we are now using information in a way we never did before. For example, we learned how to analyze a credit bureau; how to review it for cross-selling purposes rather than just looking at the ratings. We also learned how to communicate with current/prospective members on how they might improve their credit bureau

so that they qualify to deal with us at a later date. The RBL tool..the whole way of thinking is definitely useful. We truly believe this approach will have a positive impact on our bottom line."

Would Lisa and Holly recommend Rex Johnson's 3-day Risk-based Lending Workshop? "Definitely. It

was a refresher. It was motivational. Bottom line – it gets you more excited about lending again!" Shirley Hall agreed. "I highly recommend this RBL Workshop. Rex Johnson is an awesome speaker; he gets you so hyped to come back and put it all in place."

The three-day RBL workshop was held in Ontario in 2004. We hope to bring Rex Johnson to another region of Canada in the Fall. Stay tuned.

Risk-based lending (RBL) is all about knowing people. When I think about it, there are areas where we could take more risk but still respond to auditors' and regulators' concerns. Right now, we're not priced for risk the way we should be. But we need to focus on additional training.

The picture is similar at Unigasco Credit Union. Here, the six employees who have been to the RBL workshop are convinced that this approach will have a positive impact on the credit union's bottom line. "Previously," **Lisa Holly** explained, "We didn't look beyond service ratios when we evaluated a loan application. But RBL encourages you to put the loan together in a different way. For example, the RBL tool helps you assess unsecured debt in a positive way."

"Consequently", **Holly Gawne** continued, "we are now serving

TWO LEARNING OPTIONS FOR COMMERCIAL AND RETAIL LENDING

In 2005, employees pursuing lending training through CU00-210 Consumer & Residential Mortgage Lending and CU00-345 Commercial Lending and have two learning options: Independent Study or Web-based On-Line Cohort.

Independent Study is just that. You enroll on-line in the course through the CUSOURCE Catalogue for the web edition of CU00-210 or CU00-345 courses and work independently through the learning material. You have the option of downloading and printing a .pdf file at the end of each module.

Exams in these two courses are available three times per year: in 2005, March 16, June 22 and November 23. Plan to enroll at least 12-15 weeks prior to the exam to work through these university level courses and decide on which of the dates you want to write the exam. 100% of the grade is based on the final exam. The exam registration proceed is exactly the same as for all other CUIC course exams.

The cost of the course including one sitting of the exam is \$650 for CU00-345 and \$450 for CU00- 210. The design of these web-courses allows you to enroll in individual modules as

opposed to an entire course – the choice is yours and depends on your own learning needs and goals. Cost: \$95 per module.

An **On-Line Cohort** or learning group is a structured on-line class facilitated by one or more subject matter experts. In the on-line cohorts for CU00-345 and CU00-210, employees are paced through the course over a prescribed period or semester. Each week, you are required to complete specified modules in the web-course and meet in online discussion forums to discuss questions designed to deepen your learning. You also have assignments to complete. An expert facilitator monitors the discussion forums for questions. The final exam is included in the cohort schedule and is written at the end of session – just as you would at the end of a semester at college or university. Your final grade is a composite of your participation in the discussion forums, your assignments and the final exam. The cost of this option is \$650 for both CU01-210 and CU01-345.

The next cohorts in CU00-210 and CU00-345 start in May and September. Check the CUSOURCE Catalogue for enrolment deadline and session dates.

Summary of Learning Options for CU00-210 and CU00-345

	Independent Study	Facilitated Online Cohort	Customized Learning:
	Entire Web-course + 1 exam sitting	Entire Web-course + 1 exam sitting + facilitation. Available 3 times a year.	Select specific modules from either course and learn independently.
CU00-210	Cost: \$450	Cost: \$650	Cost: \$95 per module
CU00-345	Cost: \$650	Cost: \$650	Cost: \$95 per module

Robert McNamara
Heritage Credit Union (NS)

After 7 years in financial planning, I was getting back to commercial lending. I believe in ongoing education and always took courses at the bank. So, I thought I'd take a "refresher". The timing was perfect. I heard about the cohort. Being a "pilot" was appealing. So were the possibilities of networking with commercial lenders across the country. We could compare notes, experiences.

The course was my first internet course. Access was easy and available from my home, my parents' home, wherever. And, I wasn't carrying a bunch of books around. Plus, we never spoke with each other voice-to-voice, but André's sense of humour came through, even on an on-line discussion board!

I developed my own rhythm. I would print and read the course material. Then, go to the web course to review and reinforce the concepts. I really liked the course. It was well written. Well laid out. Easy to go from one module to another. I got a lot of good ideas from both the course material and from others in the cohort. As an experienced lender, what I gained was different from the less experienced lenders who were working hard on concepts and application.

HATS OFF to ONLINE COMMERCIAL LENDING PILOT PARTICIPANTS

In Fall 2004, CUSOURCE launched its first cohort – three on-line classes of 42 highly motivated employees who wanted to learn more about commercial lending. They were a diverse group, coming from credit unions across Canada with varying backgrounds in this area of business. Using the newly launched web version of Credit Union Commercial Lending (CU00-345) as the core learning material, the class started in September and finished in January with the writing of the course exam.

CUSOURCE sincerely thanks all of the pilot participants and their respective credit unions. Pilots are rich learning opportunities for both participants and for CUSOURCE. Shelagh McGrath, Senior Manager, Programs confirms this. “The students were so generous with their feedback all the way along. It is precisely what we needed to make future cohorts even more effective. And we’ll continue to learn from them, too. It’s an iterative process. Hats off to each and every participant!”

System Experts Guide and Mentor

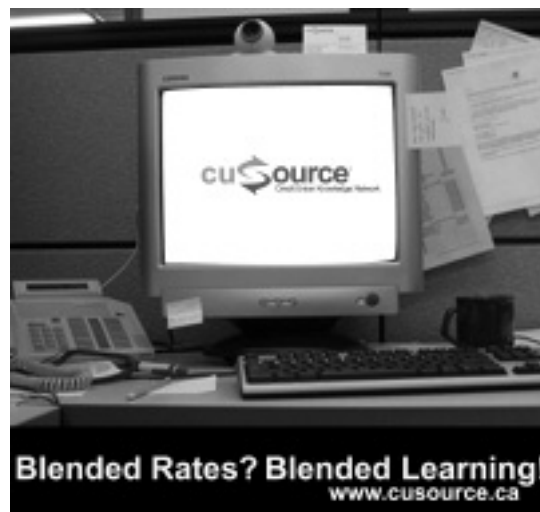
André Schroer (Director, Commercial Lending and Product Development, Credit Union Central of Ontario) and Guy Martin (GM, Quill Lake Credit Union, Saskatchewan) for their dedicated efforts to expanding and enhancing commercial lending practices. Both are family men. They have studied extensively by distance and fully appreciate the struggles of balancing work-home responsibilities. Plus, like other CUIIC online facilitators, they are committed to increasing the level of professionalism within the credit union system.

“In their introductions, quite a few students mentioned how long it has been since they have taken a formal course”, Guy observed. “The cohort gives them some support and structure. The on-line aspects are a learning curve for many of us.”

André commented on what he saw as clear benefits for cohort participants. “In the cohort, everyone gets more air time and personal interaction than in a classroom because everyone is encouraged to speak up. At the beginning, people feel embarrassed about asking questions. Our role as facilitators and mentors is to make the learning experience fun and interesting. Financial statement analysis and ratios, for example, can be difficult. But by using every day examples, things start to gel. People relax.”

First Consumer & Residential Mortgage Lending Cohort

The first Consumer & Residential Mortgage Lending Cohort or online group and second Commercial Lending Cohort started in January and will end in April/early May with the final exams.



To Enroll

For more information about a specific cohort and/or to enroll, log into CUSOURCE. In the Catalogue, click on Lending under the Catalogue by Topic sub-section. Then click on either:

- CU01-345-COHORT for the Commercial Lending Cohort OR
- CU01-210-COHORT for the Consumer & Residential Mortgage Lending Cohort.

new

New Lending Camps

Camps are a high-value learning experience. Because they extend for two to five days, you and your facilitator(s) can grapple with the topic network with other participants – build a rapport – to a degree that just does not happen at a one day workshop.

This year, CUSOURCE is introducing two camps for commercial lenders:

- The Commercial Lending Camp (3 days), which was piloted in BC last fall, and
- The Advanced Commercial Lending Camp (3 days)

These camps complement CUSOURCE’s web course CU00-345 *Commercial Lending* and are required in CUSOURCE’s commercial lending certification programs.

More information is available on our home page: www.cusource.ca. Click on **Learning**, then **Browse by Category**, then **Lending**. Look for the **camps**. And, of course, more information is always available from your CUSOURCE Regional Office. Enroll in either camp via the Catalogue.

MORE NETg TITLES...SAME SMALL PRICE

CUSOURCE leveraged the credit union system's national buying power and the system has come out a winner. How so?

First, the NETg library has expanded from 50 to 100 titles.

Second, the price is still \$95 per user per year for access to these 100 titles.

Third, some groupings of courses lead to certifications that have broad business application.

Library Expanded to 100 Titles

Before adding to the existing 50 title, CUSOURCE cleaned house, taking from the NETg library seldom- or never-used titles. Then, CUSOURCE consulted the list of topics suggested by credit union subscribers throughout 2004.

To see the expanded list of topics and individual course titles:

- Click on **Learning** on the CUSOURCE home page; then on **eLearning**, then on **NETg OR**
- Login to CUSOURCE. In the Catalogue, click on **NETg** under the Catalogue by Suppliers sub-section.

If you subscribed to NETg in 2004, you can now access these 100 titles for the same \$95 you paid last year.

Guide Posts Help You Maximize Choice

With all of this choice, how do you maximize your course selection? Here are several guide posts:

1. Your **credit union** may have already designated specific courses for various positions, based on the knowledge and skills requirements for those positions.
2. The **Competencies** and **Recommended Learning** that are accessible from My Learning Plan and reflect generic knowledge and skill requirements for many credit union positions. To access these, login to CUSOURCE; click **My Learning Plan**, then on **Competencies**. Select a Profile that best reflects your area of responsibility and position. In 2005, CUSOURCE will be enhancing this area of the Learning Management System (LMS).

3. CUSOURCE Programs

4. Your **interests**. To see the list of courses available, follow this sequence: click on **Learning** on the CUSOURCE homepage. Then, on **eLearning** and **NETg**. Do the same for "Harvard" to compare titles. Alternatively, login to CUSOURCE; click on **Catalogue**; **Search**; then, in the **Title** field, enter the first few letters of a word that a course title might contain e.g., project, performance, nego (for negotiate). Click **Search**.

Third Party Certifications

Through CUSOURCE, you can complete specific NETg courses that support various certifications. For example, NETg's comprehensive project management curriculum provides effective preparation for the Project Management Professional and Project Management Associate (PMP) certifications offered by the Project Management Institute. For more information, go to:

<http://www.netg.com/Catalog/Accreditation/pmp.asp>

A guest from NETg will provide details on this and other certifications on our weekly national web casts in February and April. See "National Web Casts" on the last page of In Touch.

CUSOURCE...leveraging our national strength to increase your subscription value.

Here's How to Renew Your Subscriptions!

CUSOURCE SUBSCRIPTIONS

- **Corporate Subscription:** CEOs/GMs of credit unions and Centrals that are corporate subscribers will receive a letter from CUSOURCE in advance of the renewal date. The subscription fees for the credit union's employees and directors will be part of that renewal.
- **Individual Subscription.** Employees and directors of credit unions that are not corporate subscribers will receive e-mail reminders in their CUSOURCE My

InBox and at their external e-mail. (Check My Profile to see what address you have entered). To renew your subscription, just click on the link in the e-mail or go to ASIE Annual Subscription Fees – Individual Employees – the first item in the Catalogue.

NETg and HARVARD ManageMentor

Starting 30 days before the renewal date, you will receive a reminder e-mail in both your CUSOURCE My InBox and at your external e-mail address. To renew your subscription, simply follow the instructions in the e-mail.

Fee: NETg: \$95 per user per year for access to 100 courses. ManageMentor: \$220 per user per year for access to 33 mentors.

How would you rate NETg's and Harvard's courses? We'd like your comments. To start off, we're taking a look at a couple of the e-courses from Harvard Business School Publishing and several of the mentors from the **Harvard ManageMentor** suite. Here's how two of the Harvard mentors rated their courses. Send your comments to [Joan Ellis at ellisj@cusource.ca](mailto:Joan.Ellis@cusource.ca).

Ratings for:

Scale 1 to 5: 1 = poor 5 = excellent

Project Management and Working with Individuals from Harvard ManageMentor	Score	Comments from <i>Barbara Elgin, Vernon and District Credit Union</i>
Content	5	
User Friendliness and Design	4	I scored these a 4 rather than a 5 only because I'm more familiar with online courses that simply progress through the information and have tests built in at the end of each module. This one has so much information that it took me awhile to understand the layout. (Tip: Start with the User Guide at the top of the screen).
Was there a feature you really liked?		I really like the "Tools" section. The forms are very helpful.
Does the material have "real-life application?"		Definitely! I chose these two mentors because they are areas in which I am working. We redesigned our performance review process recently. The Working with Individuals mentor gave some excellent information on the process. It also affirmed the system I had designed for our credit union. The Project Management mentor gave some great help on developing a good project plan.
Value for Money?		Yes! (Note: The license fee for ManageMentor is \$220 CDN per user per year for a library of 33 mentors).
Other comments		The information is applicable whether you've been a long-time manager or are just beginning your management career. It's great to have this information available "24-7" – you can access it whenever you have a question or are looking for information.

For a free demo of two of the Harvard mentors, login to CUSOURCE. In the **Catalogue**, click on **Harvard Business School Publishing** (under Catalogue by Supplier), then on DEMO-HARV-HMMP. The 33 topics are listed and you can work review the mentors called "Coaching" and "Becoming a Manager".

Managing Difficult Conversations a Harvard course (HARV-MDC)	Score	Comments from <i>September Dixon Sunshine Coast Credit Union</i>
Content	5	
User Friendliness and Design	5	
Was there a feature you really liked?		I liked the interactivity. You could modify your answers to see what would happen in a scenario if you chose a different response.
Does the material have "real-life application?"		Yes, it is good to see both points of view of a discussion. The session was a refresher for employees who have already had training on this topic and very valuable to employees who have not had an opportunity to learn these skills.
Value for Money?		Yes, to get this training through other venues would cost more. I feel that \$150 is a fair price. I didn't have any travel expenses and was able complete the course from the comfort of my home.
Other comments		If you want a refresher or to learn news ways of handling difficult situations, this course teaches you how to refer to your mental model and question if your interpretation of the situation is correct so you can modify your responses if necessary.

This newsletter is for everyone!

Please post it on your staff room notice board or circulate it among the rest of your colleagues.

in touch is published to inform you about CUSOURCE and its designation arm, CUIC. If you have suggestions for articles, or would like to contribute information, please direct your comments to:

Joan Ellis, Senior Manager, CUSOURCE,

Phone: (613) 238-4940

Fax: (613) 238-0226

E-mail: ellisj@cusource.ca

www.cusource.ca

Balanced Scorecard Discussion Group

For the past four years, Jim Lynn, CEO, Heartland Community CU (ON) has been developing a balanced scorecard for his credit union. He would like to connect with other CEOs/GMs who share his interest in this strategic management approach.

CUSOURCE is happy to provide an on-line discussion forum to facilitate this discussion. Interested? E-mail Joan Ellis at ellisj@cusource.ca.

National CUSOURCE Web Casts Every Monday

Every Monday, CUSOURCE is hosting FREE national web casts using CUSOURCE Live. The topics are organized into three series: CUSOURCE Managers, Students (i.e., employees) and General Information.

CUSOURCE Managers will have a guided look at topics like Group Learning Plans, Competency Gap Analysis and 360 evaluations. Students/employees will look at enrolling in CUIC exams, how to use the competencies, the Lending Programs, etc. In the General Series, learn from invited guests about Athabasca's online MBA Program, NETg certification programs, the Banff Leadership Program, WOCCU's Young People's Program. But all of this is a taste of what is to come. Here are the details:

Start time: Noon EST

Duration: approximately 1.5 hours

Who can participate: Anyone with an interest in the topic being presented.

For the January to June Schedule: Click on CUSOURCE Live under CUSOURCE Catalogue on the Knowledge Exchange.

To Enroll: Go to New Learning in the CUSOURCE Catalogue. Click on CL-INFO CUSOURCE Web Casts

CUSOURCE Regional Offices

British Columbia

1441 Creekside Dr. 5th Floor
Vancouver, BC V6J 4S7

Manager: Joan Noel-Irwin
E-mail: noelj@cusource.ca
Phone: 604-465-4121
1-877-780-4646

Ontario

300 The East Mall, Suite 500
Toronto, ON M9B 6B7

Manager: Donna Bailey
E-mail: baileyd@cusource.ca
Phone: 416-232-1262
1-800-267-2842

AB, SK, MB (The Prairies)

2055 Albert Street
5th Floor, South Tower
Regina SK S4P 3G8

Manager: Karen Eisenkirch
E-mail: eisenkirchk@cusource.ca
Phone: 306-566-6197
1-866-367-8404

Atlantic Canada

6074 Lady Hammond Road
PO Box 9200
Halifax, NS B3K 4N5

Manager: Mirren Harris
E-mail: harrism@cusource.ca
Phone: 902-493-3987
1-866-449-9991

Don't forget, for technical help, call 1-888-367-1386 or email help@cusource.ca. Chris and Gary are standing by.

IS THIS YOUR WORK ADDRESS?

The label below reflects what is in your My Profile on CUSOURCE. If your address is inaccurate or hard to read, please re-enter the information using the following template. You do not have to enter the name of your credit union/employer.

Address: Name of your branch e.g., Head office, Langham Branch, etc.

Address 2: Street address and suite number, or floor if applicable

P.O. Box: If applicable

City:

Province: Please select the correct one!

Postal Code: Please enter it correctly.