

2020



CHAPTER LEADERS HANDBOOK

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MESSAGE FROM THE CEO



Dear Chapter Officer:

Congratulations on having been selected by your peers to serve on your chapter board. Your election is a testament to their trust in your leadership, dedication, and pride in the credit union movement.

We hope you find this handbook as a valuable resource. This information provides recommendations only, as your chapter is fully autonomous. While it is the decision of your

board as to whether to adopt this handbook, we believe it is in the chapter's best interest to do so.

We know you already understand that your position requires support for the education and development of all members within your chapter because understanding the latest trends and technology and legislative and regulatory concerns is critical. Equally important is encouraging chapter members to join you when calls to action are issued.

Thank you for accepting this very important position to help your chapter realize its full potential.

Sincerely,

Caroline Willard President/CEO

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Cornerstone Credit Union League



INTRODUCTION

Cornerstone's Chapter Program

Cornerstone Credit Union League's Chapter Program emphasizes one philosophy of "people helping people" with three critical pillars: political/regulatoryadvocacy, community involvement, and leadership development. Each chapter has a value, or an offer, it can provide to its local credit unions and the surrounding communities those credit unions serve.

Remember that each chapter is as diverse as its individual members, and its executive leadership would be wise to capitalize on not only that diversity, but also on inclusion. Additionally, the Chapter Program is the perfect avenue for participants to:

- Give back to the community and help those in need through outreach and awareness initiatives.
- Network with their peers and expand their influence in the credit union movement.
- Participate as both mentor and mentee.
- Give and receive recognition for jobs well done and for outstanding achievements.
- Enhance their leadership and presentation skills to expand their opportunities for advancement in their creditunions.
- Engage on a higher, more collaborative level in political and advocacy activities.

Chapter Liaisons

Cornerstone is committed to supporting the health and growth of the Chapter Program. Therefore, the League created a Chapter Liaison Program that provides vital staff links for chapter board members.

Chapter liaisons serve as an important resource for chapters. To fulfill the Chapter Program's primary mission of helping chapters meet their individual objectives and be successful, chapter liaisons are available to answer the chapter board's questions, assist in program and planning as requested, and attend chapter meetings.

Access to Cornerstone Government Relations Pros

As part of the Chapter Program, chapter leaders have access to Cornerstone's Government Relations professionals, who work to advance the credit union mission and foster the public trust via multilayered grassroots efforts, PAC fundraising with sustained giving, and community involvement. Through its network of legislative coordinators, participation in special events with lawmakers, and strategic activities designed to strengthen our political influence, Cornerstone staff strive to positively impact the current financial climate and the future health of credit unions.

Quarterly Chapter Leaders Webinars

Some of the most ardent advocates in the credit union space are the chapter leaders who direct the boldest charge in support of the movement. That's why Cornerstone offers a quarterly Chapter Leaders webinar for current chapter officers.

Participants will learn how belonging to a chapter aids in developing leaders who can positively impact their communities and how honing an ability to engage with lawmakers not only expands your sphere of influence but elevates your career to a higher trajectory. Whether you're new to the Chapters Program or a seasoned leader,

Resources for Chapters

Get information and resources about the Cornerstone Chapters Program on Cornerstone's website (CornerstoneLeague.coop) under the "collaboration" tab.

Monthly Chapter Reports

Stay in touch with all things "chapter" by subscribing to the Cornerstone Chapter Report, which gets emailed at the first of every month. The information contained in this report can be used to supplement your chapter meetings and share ideas for future meeting topics.

Notice of New Chapter Officer

Help Cornerstone keep your chapter records up to date and accurate on the website. Please complete a Notice of New Chapter Officer (see appendix for form) whenever you install a new chapter officer or replace an officer whose term is expiring. Please email completed form to ChapterRelations@cornerstoneleague.coop within 10 days of the election.



II. CHAPTER STRUCTURE & LIABILITY

Chapters are governed by officers elected by the chapter membership, and officers are tasked with developing and coordinating meetings, trainings, fundraisers, and other special programs.

1. Purpose of Chapters

Per Cornerstone's bylaws, chapters are unincorporated associations formed in specific geographic areas. Chapters are recognized by the League but are not subdivisions or agents of the League. The purpose of a chapter is to support the League, promote cooperation among credit unions, sponsor educational programs, and undertake other activities consistent with proper credit union and community development.

2. Organization of Chapters

The League shall cooperate in the organization of local chapters of credit unions in accordance with such rules and procedures as the board of directors may from time to time determine.

Bylaws: While chapters are not legal entities, every chapter must have a set
of bylaws and file tax returns. The chapter's board of directors must
authorize the bylaws and ensure that a signed copy is provided to the
League to keep on file.

For sample bylaws, see Appendix.

3. Limitation of Chapters

No chapter is an agent of or attorney in fact for the League. The actions of any chapter shall be binding solely upon the chapter, not upon the League. A chapter may not assert that it is the League or that it has the authority to act for the League in any matter.

4. Chapter Funds and Operating Expenses

The operating expenses of each chapter may be defrayed by assessing dues on all chapter member credit unions at a rate to be determined by a majority vote of chapter members at each annual meeting. Dues rates for membership are variable; many chapters charge a fixed annual membership fee per credit union; others assess dues as a percentage of income (with a maximum and minimum), or per capita amount. Other funds may be secured by means approved by chapter members at any meeting.

5. Taxes and Filing

The IRS requires most tax-exempt organizations whose gross receipts are \$50,000 or less to annually submit Form 990-N, also known as the e-postcard. This form must be filed electronically (there is no paper form) by going to the IRS website and following the instructions. The information needed to complete the form is listed on the website and is basic identification information such as: name, address, tax year, a statement that gross receipts are normally less than \$50,000, and employer identification number (EIN).

The Form 990-N is due every year by the 15th day of the 5th month after the close of your tax year (May 15 for organizations operating on a calendar year). Since this form is filed annually, you should use the name and address of a current officer when completing the form each year.

Each chapter files its own tax returns, as needed. Failure to file Form 990-N for three consecutive years will cause your chapter to lose its tax-exempt status.

6. Records Retention

The general policy for chapters is to retain all records for five (5) years. For the chapter secretary, this covers minutes, meeting notices, correspondence, and reports.



III. CHAPTER BOARDS & COMMITTEES

Board of Directors

The governing force of a chapter is its board of directors and officers. A board consists of a president, vice president, secretary, and treasurer. The previous year's president may serve as ex officio. The board and its elected officers should meet and outline the chapter's goals for the year ahead. Each board member may serve as a representative or chairperson of one of the standing committees.

Following a meeting of the board of directors, members should receive an outline of chapter activities or a "chapter planning calendar" from which each member credit union can plan and carry out its responsibilities.

Communications must be established so that the board will be apprised of each committee's progress and the membership will understand what its board is doing on the membership's behalf. It is important to hold regularly scheduled meetings of the board to coordinate efforts of the various areas. Regular meetings of the chapter are held as specified by the chapter bylaws or executive meetings.

Specific duties:

- Establish chapter goals.
- Plan and coordinate all chapter activities.
- Take charge of general management of chapter.
- Appoint (or elect) representatives.
- Appoint (or elect) standing or special committees.
- Take charge of all chapter meetings.
- Determine chapter meeting schedule and frequency.
- Maintain a file(s) with bylaws, taxpayer ID number, bank account numbers, bank statements, and other important papers.
- Ensure that the complete file (referenced above) is passed on to successors.

Oath of Office for Chapter Directors

Each chapter officer takes an oath upon being elected to serve. The oath is a sworn pledge by officers to serve the chapter to the best of their ability and conduct their affairs in a manner which will bring honor and respect to the credit union movement. Please refer to the Appendix in the back of this handbook for the specific oath of office you can use to induct your elected officers.

President

The president is charged with providing leadership and direction for the chapter and to motivate people to work for the chapter. The president has the responsibility of seeing that specific tasks are accomplished. Duties of the president include:

- Preside at all meetings of the chapter and the board of directors.
- Conduct and coordinate chapter business in accordance with the association bylaws and the bylaws of the chapter.
- Assume responsibility for all meetings of the chapter personally or by delegation.
- Appoint regular or special committees necessary to carry out chapter functions, and act as ex-officio member of such committees.
- In coordination with the chapter liaison, keep the chapter informed of current correspondence from Cornerstone or others by informing appropriate chapter officers and/or making announcements at chapter meetings.
- Appoint someone to represent the chapter at community and civic events upon invitation.
- Represent and speak for the chapter at all other meetings when attending as a chapter delegate.
- Develop trained and responsible leadership among the members of the chapter.
- Assume responsibility for reporting chapter activities to Cornerstone, either personally or by delegation.

The president may, from time to time, be assigned other duties by the board of directors of the chapter.

Vice President

The vice president is second in command to the chapter president. In the president's absence or disability, the vice president will be called upon to fill the president's role and perform all related duties. The vice president can lend vital assistance and is an important source of support for the president. Duties of the vice president include:

- Preside at meetings in the absence of the president; should be familiar with the rules of parliamentary procedure.
- Be adequately training and prepared to succeed the presidency in the event of a vacancy in that office. The vice president should be thoroughly familiar with the duties of the president.
- Function as president of major chapter committees as needed.
- Serve as program chairman unless a program chairman is specifically assigned.
- If serving as program chairman, provide information about upcoming chapter meetings to Cornerstone for meeting notices to be published and sent to all chapter credit unions.

Additionally, the vice president may be assigned specific duties by the board of directors, such as chairing special projects, and may be called upon by the president to assist in any way necessary for the good of the chapter. In the event there is more than one vice president, the responsibility is assumed by the first, second, or third vice president in order.

Secretary

The secretary shall keep a record of the meetings of the chapter and the board of directors and such records shall be entered into the official minutes book of the chapter. The accuracy and the completeness of the chapter records are the responsibility of the secretary. Duties of the secretary include:

- Keep an accurate record of minutes of the chapter and of the board of directors meetings. A copy of the minutes of the board of directors meetings should be retained for the chapter's records. Copies should be sent to each member of the board of directors prior to the scheduled meeting date.
- Ensure that elections and meetings are conducted in accordance with the chapter
 and the association bylaws. The bylaws stipulate requirements for the verification of
 voting credentials, reporting election results, and the disposition of ballots. The
 results of all chapter elections, showing the names, addresses, and credit union
 affiliations of all persons so elected, should be reported to Cornerstone within 10
 days after the election.
 - See appendix for Notice of New Chapter Officer form.
- Ensure that any special elections held during the year to fill vacancies on the board of directors comply with chapter and association bylaws. The secretary will inform Cornerstone about the change in officials.
- Provide Cornerstone with a copy of notices of all chapter activities.
- Retain all records for five years. This covers minutes, meeting notices, correspondence, and reports.
- Retain and maintain a copy of current chapter bylaws; maintain a current list of credit unions and addresses within the chapter area; and answer routine inquiries and correspondence when necessary.

As a guideline, reference this example of what should be included in the minutes of a board of directors meeting:

- Date, time, and place of meeting were called to order.
- List of persons present.
- The minutes of the last meeting were approved as circulated.
- Outline of all decisions made.
- Unfinished business.
- New business.
- Time meeting is adjourned.

Following this, handle "unfinished business," which may include such topics as the upcoming chapter meeting, legislative information impacting the movement, etc. New business could be brought up next and may include items such as officer's duties, reports, and miscellaneous information. The time the meeting is adjourned should also be included.

Treasurer

The treasurer is responsible for accounting to the board of directors for such funds as shall be in the possession of the chapter. From time to time, but not less often than annually, the treasurer shall give a report of such funds to the board of directors and to the members of the chapter. Duties of the treasurer include:

- Receive all funds and deposit them to the chapter's account.
- Pay all mandatory obligations incurred by the chapter.
- Present the current bills each month to the board of directors for approval. Some chapters operate on a budget and might authorize the treasurer to pay budgeted items without further approval from the board of directors.
- Maintain an accurate and complete record of all receipts and disbursements.
- Work with the program committee in planning chapter dinners, meetings, and other events involving expense or income to the chapter.
- Maintain a current financial report and submit the report when called for at regular business meetings.
- The minutes are to record who is authorized to sign checks and negotiate transactions on the chapter accounts, as well as identify the location of the accounts.

Program Chair

The program chair is responsible for working with the board of directors in planning, developing, and promoting chapter programs that meet the needs of the chapter's member credit unions. The chapter programs should be developed in line with the objectives of the chapter. Programs should be planned well in advance. A calendar for the entire year will benefit the chapter and member credit unions. Duties of the program chair include:

- Determine the topics to address in chapter programs. It is strongly advised to involve member credit unions in this process via surveys, phone call, and other outreach.
- Schedule programs based on the topics agreed upon.
- Reserve locations for the meetings well in advance.
- Select speakers for the various programs.
- Provide speakers with information about credit unions, the expected audience makeup, specific topics, length of program, and agenda for the meeting.
- Send meeting notice to Cornerstone.

The role of the program chair, together with the board of directors, is of great importance in stimulating attendance at chapter meetings and in encouraging all credit unions to participate.

Government Relations Legislative Coordinator

The government relations legislative coordinator (LC) is the principle coordinator for the legislative and political action activities and the primary point of contact between the chapter and Cornerstone regarding political, legislative, and regulatory matters. The LC's primary responsibility is implementing the action steps necessary to achieve the credit union legislative and political agenda. Duties of the legislative coordinator include:

- Keep chapter informed of important political, legislative, and regulatory developments.
- Act as liaison between the chapter and the League. Stay in regular contact with the League's government relations staff to exchange information.
- Join your PAC as an advocate member and promote fundraising programs at chapter meetings.
- Contact and work with credit unions to complete Project Zip Code.
- Report at each chapter meeting on the latest developments regarding legislative, regulatory, and/or political action events.
- Plan, organize, and coordinate annual chapter legislative and political events, such as chapter lawmaker appreciation nights, town halls, meet-and-greets, luncheons, breakfasts, or other chapter activities intended to acquaint lawmakers with credit unions or credit union officials.
- Plan, organize, and arrange election-year candidate interviews in an effort to develop and maintain personal relationships with lawmakers and develop key credit union lawmaker contacts.
- Plan, organize, and coordinate credit union campaign involvement in selected Cornerstone-supported candidate races.
- Monitor local election-year races for national, state, and local offices.
- Plan, organize, and coordinate a chapter legislative action network to encourage credit unions to write letters and make phone calls or personal visits to lawmakers in case of a legislative emergency.
- Attend PAC-sponsored fundraising events, government relations education, and League-sponsored governmental affairs conferences.

Foundation Ambassadors

Foundation ambassadors are individuals whose purpose is to increase awareness of the Cornerstone Credit Union Foundation and the many benefits it offers credit unions. This individual will also generate new support and passion for the credit union philosophy of people helping people. In addition to creating awareness, this individual typically:

- Shares grant opportunities
- Participates in Foundation programs, events, and fundraisers
- Networks and builds relationships in the community
- Uses word-of-mouth marketing
- Provides feedback regarding credit unions' needs and requests

Young Professional Delegate

A Young Professional (YP) Delegate is a credit union employee or volunteer (affiliated with Cornerstone) at least 18 years of age and no more than 40 years of age by December 31 prior to the Cornerstone Annual Meeting the ensuing year. One YP Delegate should be chosen per chapter on a biennial basis.

The role is intended to bring more YPs and local credit unions together around three goals: drive positive change for the future, break down barriers to collaboration, and bring new perspective to the credit union system. The role of the YP Chapter Delegate will be an active one, the individual will be expected to:

- Actively recruit additional YPs from other credit unions within the chapter.
- Collaborate with the Young Professional Advisors and local YP groups to host a minimum of four local events for area YPs each year.
- Provide an update on YP activities at all local chapter events.
- Assist in the coordination of advocacy activity in the local chapter, including candidate appearances, local district office visits, and responds to calls to action and regulatory comment calls.

Advisory Director

You may choose to allow non-voting or Advisory Directors on your board. While they may participate in committees and engage in discussion of board business, an Advisory Director does not vote on board matters.

- Attend board meetings and chapter meetings
- Participate in various committees

IV. OTHER COMMITTEES

A committee is a group of two or more chapter members appointed to perform duties or investigate a subject that can't be handled effectively by the chapter as a whole. Committees generally fall into one of two categories: standing/regular committees and special ad hoc committees. These committees are voluntary but can serve as important vehicles for achieving the chapter's stated goals.

Standing Committees and Representatives

Standing or regular committees and representatives are appointed to carry out long-term chapter activities within the framework of the goals planned by the executive committee for the year. Activities handled by these committees include:

- Programming and education
- Public relations
- Community and youth involvement
- Legislative affairs, including state and national PACs
- Membership

Special Committees

A special committee is one appointed by the chapter president to study or discharge a specific problem or project of temporary duration. Some special committees include an audit and finance committee, a membership committee, a nominating and election committee, and any other special activities. Every chapter need not have all or any of the committees listed but may want any combinations as deemed necessary by the chapter's board of directors.

Committee Chairperson

The committee chairperson should direct all phases of committee work. Specific duties include getting the meeting off to a quick start, defining objectives, presenting pertinent facts, and asking for suggestions. The chairperson directs discussion, follows a logical and orderly procedure toward the meeting objective, and resists needless debates. This person also raises questions to test the validity of points discussed and coordinates group thinking.



V. PLANNING YOUR CHAPTER MEETINGS

Planning is a must if a chapter is to evolve with the times. Each year, chapter officials should meet to plan out 12 months of activities. In your planning process, review the prior year's achievements, identify the chapter's strengths and weaknesses, determine key result areas, and set new objectives and goals. Consider conducting a chapter survey to determine the expectations and needs of member credit unions.

Refer to Appendix section for a sample planning calendar.

Planning Objectives and Goals

Objectives set the tone for goals. All chapters should establish a basic set of objectives and review them periodically to remain on target. The objectives should serve as an inspiration to the membership, but more importantly to the chapter officials. A general list would include the following:

- Set clear, legitimate, and attainable goals.
- Be sensitive to what is happening; critical issues need to be dealt with immediately.
- Accept the responsibility of informing credit union employees and volunteers on important credit union issues and services.
- Initiate lobbying for and supporting legislation on credit unions at state and national levels.
- Participate in civic affairs designed to improve the community and promote the credit union philosophy of "people helping people."
- Bring outstanding credit union service to every individual in the area through a cohesive organization of all the credit unions within the chapter.
- Help every member of participating credit unions to feel they play an active part in the chapter.

Understanding why people attend chapter meetings is important in program planning. Consider how you get people to attend a meeting and how you get them to continue attending meetings.

Reasons people attend meetings:

- To exchange ideas and information.
- To gain knowledge in general or to learn about a specific topic.
- To display their own knowledge.
- To get something free—meals, materials, prize offering.
- To meet a personal sense of obligation.
- To seek counsel on industry challenges.
- To ask specific questions.
- To fulfill a sense of belonging.
- To build a network of professional peers.

Reasons people don't attend meetings:

- Didn't know about the meeting.
- Topics not relevant to credit unions.
- Perceived unfriendly atmosphere.
- Too busy with other activities/commitments.
- Little or no perceived value.
- Hesitant to over commit.

Program and Event Planning and Scheduling

Once the objectives are set, the program planning can begin. This planning includes creating and distributing a calendar of events for all your educational and social activities. Be sure planners and members alike understand exactly why they're having the meeting. Here are some questions to help you plan each activity.

- What is the reason for this particular meeting?
- Do we want to change knowledge, attitude, behavior, or skill?
- Do we want to start some specific action?
- Do we want to honor or recognize someone or something?
- How will we spread the message about why we're having this meeting?
- Will this meeting/activity help to accomplish the chapter's objectives?
- Will inexperienced and experienced members alike benefit?
- Will all asset-size credit unions find value?

Topics

- Consider the chapter audience. Is there a mix of management, staff, volunteers, and guests? In general, program topics should appeal to all audiences.
- Consider the length of time available. Topics that take more than a half hour will lose their effectiveness.
- Remember that not all meeting facilities can handle all audio-visual needs. When
 planning the program, match it with the facility. Talk-only programs require only
 proper sound systems. A/V programs require a facility that is free of pillars and of
 adequate ceiling height (10 ft. minimum).
- Consider interactive programs, if possible. Adults learn by doing. They receive programs better if all senses are employed during the program.
- Vary the schedule. Rather than the usual cocktail hour-dinner-meeting format, consider changing the order or modifying one of these activities.

Formats

- A forum: Attendees engage in open discussion on any variety of topics.
- A panel: Two or three subject experts give vignettes followed by discussion.
- A lecture: Standard program format. Speaker presents a few main points.
- A roundtable: Each table is given a short time to solve a credit union problem. After discussion, the table chairperson makes a report. The reports are summarized on a flipchart and facilitated.

Promotions for Chapter Meetings

Promotion of your chapter meeting is a significant step in the process of planning. You must use all available means to get the word out. Email marketing is the single most effective channel for promoting an event, but don't stop there. You'll also need to employ your social media channels, such as Twitter, Facebook, LinkedIn and Instagram; send an advance announcement to Cornerstone's e-newsletter, if desired; and post to your website, if you have one. Focus on the invitation details; the content you'll provide, the level of engagement your participants will enjoy; any speaker details; hot topics to be addressed; and the value the meeting will provide to those attending.

Meeting Notice Checklist

Preparation and advance notice are keys to delivering chapter meetings that are well received. In your chapter meeting invitation, be sure to promote the time/date, location/venue, the benefits of attending, who should attend, how to register, cost and how to pay (if applicable), and contact information. Use the following checklist to ensure your chapter meetings are inviting to participants.

Enlist enough members to carry out the meeting planning, organizing, and setup.
Send attractive, informative, and professional-looking meeting notices three weeks
prior to the date of the meeting.
Rotate the location of your meetings.
Keep to a regularly scheduled meeting that members know they can rely on.
Provide a friendly atmosphere where attendees feel comfortable to express
themselves.
Enlist a membership committee to welcome guests and established members.
Phone those who have missed more than three meetings to encourage their return
and to let them know you value their presence and contributions.
Offer a concise and quickly moving agenda.
Vary the format of meetings, depending on the agenda.
Provide a general discussion period that's clearly laid out in the agenda.
Confirm that the cost for people to attend is not prohibitive.
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Meeting Preparation Checklist

Meeting planning involves the specific preparation of meeting facilities, meeting notices, participant materials, meals and drinks, presentation technology, and the other mechanics of a worthwhile meeting. Here's a checklist to help ensure your meeting goes smoothly.

Light switches and electrical outlets located? Extension cords obtained?
Heating, cooling, and ventilation in good working order?
Who will set up seating/tables? If applicable, how will it be paid for?
Has a clean-up crew been arranged for immediately after the event?
Who will handle recording or registering of attendance? By what method?
Education aids needed? Instructor needs? Who will handle these things?
Agenda
 Who will deliver opening remarks? Time allotted?
 Who will present reports and activities? Time allotted for each?
All presenters have the agenda with their time slot and time limits. Prizes and awards will they be ready if they're to be given out?
 Prizes and awards – will they be ready if they're to be given out?
Are special guests and instructors or speakers expected? Names and title pronounced correctly? Speaker bio prepared and approved?
Who will greet the people? Who will introduce them?
Will special arrangements be made for out of town persons? Who will do it?
Will you seek evaluation of this meeting from those attending? How?
Has a solid agenda been prepared and sent to each program participant?
Have all chapter board members been informed?
Does the meeting notice provide meeting location/time, purpose, speakers?
Does the meeting notice provide meeting tocation, time, purpose, speakers: Does the meeting notice specify directions to the location, if different from the
norm?
Has publicity been prepared? Cornerstone's e-newsletter, Chapter Report, or
other newsletters? Social media? Credit union newsletters?
Does the meeting require special funding?
Are reservations needed? Who will receive the RSVPs? What is the deadline?
Will refreshments or a meal be served? Menu selected?
Have the necessary facilities been arranged and all costs determined in
writing?
Public address system set up and test, if needed?
Sufficient chairs and tables for expected turnout?

Elements of a Chapter Meeting or Function, by Type

All meetings should start and end on time. Dinner meetings should last no more than three hours and all other types of meetings should last no more than two hours.

Business Meetings

Business meetings should run 20–30 minutes and include:

- Call to order and roll call of credit unions.
- Approval of last meeting's minutes.
- Approval of treasurer's report.
- Communications.
- Acknowledgement of new credit unions or new attendees.
- Introduction of guests.
- Concise report of events of interest to the members.
- Future programs and activities.
- Other reports: president, committee chairmen, and others as determined prior to the meeting. Reports should be in writing with a time limit of 3–5 minutes.

Dinner Meetings

Dinner meetings should run about 90 minutes. They are usually attended by credit union staff, volunteers, and sometimes spouses. It is best to keep subject matter general to interest all groups. A dinner meeting should include:

- Networking time before the dinner
- Sale of raffle tickets, if desired
- Collection of funds, if needed
- Speakers, if warranted
- Dinner
- Wrap-up remarks

Informational or Educational Meetings

Informational or educational meetings should run about 35-60 minutes and include:

- Speaker to present information on a particular subject, or
- A panel of speakers to address a narrow topic
- Question-and-answer period
- Summary or closing remarks

Reception to Conclude Meetings

Social or informal periods designed to conclude any meeting should run about 30 minutes—less if the social period follows a dinner meeting. Receptions typically include:

- Light refreshments
- Time to get acquainted
- Informal discussions
- Prizes

Additional Meeting Types

Breakfast or Luncheon Meetings

Breakfast or luncheon meetings can be both educational and social. They should include a specific group, such as members of the executive committee, along with a specific list of invitees.

Lunch via Brown Bag

As the name suggests, at a brown-bag lunch, people are asked to bring their own lunches to a mid-day meeting. Allow 15–20 minutes for people to eat their lunches and chat with the others sitting near them. The next 20–30 minutes can be devoted to a group discussion (roundtable format) of a topic, or a speaker can give a brief presentation on a specific topic. The advantage of this format is the ease and convenience of meeting arrangements. In addition, the cost to participants is kept low, which may encourage participation. It may be necessary to change the time of the meeting from noon to a breakfast or coffee break. Hold the meeting at a credit union to keep costs down.

Networking Receptions

A networking reception is often held after the credit union offices close for the day and run about 60–90 minutes. These receptions provide an opportunity for informal discussions among participants. Consider inviting people who could be mentors, as well as people seeking advancement or career advice, so you'll have a good mix of people. A reception can follow a tour of a credit union or can be held prior to another meeting, such as a chapter, dinner, or business meeting.

Public Relations Events

Raise consumer awareness and show the community that credit unions care. Hold a Credit Union Day; celebrate International Credit Union Day in public ways; participate in a community parade; hold fundraising events for a local or national charity; participate in a community project; etc.

Invite Lawmakers as Chapter Guests

Give lawmakers an opportunity to meet their constituents in one of your member credit unions or another local venue. As their schedules are busy, and they have taken the time to come to your meeting, allow them to speak, ideally at the beginning of the meeting. Coordinate the event with someone from Cornerstone, Government Relations. Refer to Chapter VIII. Political Engagement.



VI. SPEAKERS

Subject Matter Experts Increase Attendance

Subject matter experts who are brought in to a chapter meeting to speak can add an incentive for infrequent members to attend, elevate interest levels for regular meeting participants, and create an opportunity for all attendees to learn and grow. These speakers can be industry experts, a person or panel with specialized knowledge and expertise, and/or someone from within the chapter who can share insights, experiences, and knowledge with other members.

It's important to remember that speaking opportunities are excellent learning experiences for chapter members that allow them to hone their skills and expand their influence as subject matter experts. As chapters are known to encourage leadership, aspiring and emerging leaders, in particular, will benefit from a speaking engagement, if they are encouraged to accept the challenge. Agree on a topic and arrange for the speaking engagement at one of your upcoming chapter meetings.

Also, don't forget that your Cornerstone has a stable of subject matter experts who can speak at your chapter meetings as well, or they can recommend an independent speaker for you.

Arranging for a Speaker

Arrangements for speakers should be made immediately after your annual program planning meeting when you set your annual event calendar; however, don't let the annual calendar preclude you from adding an additional speaker when the opportunities arise. There are some important points to help secure the speakers for your Chapter programs.

- Designate a chapter officer to coordinate your speakers. Someone from your executive or other committees can assist with speaker arrangements.
- Invitation for a speaker should be made in writing. If the initial contact is by phone, confirm in writing and request the speaker to confirm acceptance, including subject, fee, special terms, and expenses, if any.
- Always connect with the speaker 2–3 days in advance of the meeting as a reminder.
- Be sure the speaker understands the following:
 - Objectives and occasion of the meeting.
 - Specific topic on which to speak.
 - o Amount of time allotted.
 - o Time, location and date of meeting.
 - When to arrive.
 - o Make-up of the audience.
 - It is not a sales presentation.
- Ask speaker about special needs for the program, such as chalkboard, display table, flipchart, platform, podium, etc., and who will be responsible for supplying them. Arrange for requested items to be in place before the business meeting. Speakers needs should be set up and ready to go. If speaker uses a stage, don't dim house lights. Ensure light comes from the left or right.

Remember:

- Room should be properly ventilated and heated.
- Avoid empty seats up front (good place for chapter officers).
- Have chapter officers join membership for the presentation.
- For a smoother program, go directly from the business meeting to the program of the day.
- Arrange to meet and greet the speaker. If the speaker doesn't arrive before the business meeting begins, ask a committee member to wait outside to meet him/her.
- Send copy of program to the speakers or emcees.

Introducing a Speaker

Anyone who introduces a speaker should build a bridge between the speaker and the audience. Strive to put the speaker at ease and feel welcome. Make the audience feel that what is to be said is important and of interest to them. Let the audience know that the speaker is well-qualified to deliver the message.

Important:

- Pronounce the speaker's name correctly.
- Be sure you have the speaker's correct title or position.
- Know the subject of the speaker's talk.
- Learn appropriate facts about the speaker.
- An introduction should take about 60 seconds, give or take 15 seconds.

Remember:

- The time belongs to the speaker.
- Express interest in speaker's subject, but don't express your views.
- Be careful not to upstage the speaker.
- Beware of humor in an introduction.

VII. EDUCATION & TRAINING

Education and Training: A Value Proposition

Education and training are, together, a unique value proposition for your chapter members. A chapter that provides education and training is a chapter that enjoys more upwardly mobile members who are more likely to be active participants who also give back.

According to chapter feedback, the most sought-after and best-attended training sessions and workshops are those related to current, required industry training, such as: advocacy and grassroots engagement; asset/liability management (ALM); BSA/OFAC; fraud prevention; red flags; robbery; suspicious activity reports (SARs); and many more.

Cornerstone Leadership Academy

The Cornerstone Leadership Academy is educational opportunity is open to Cornerstone-affiliated credit unions. The program was designed by credit union professionals for credit union professionals. With a clear focus on building leaders within credit unions, the Academy allows for growth through engagement.

The objective is to promote the overall industry, tie new leaders closer to the credit union movement, and provide an avenue to receive mentoring and discuss leadership philosophy. Whether students are 30 days or 30 years into their career, the Leadership Academy is ideal for participants whose goal is to grow and to further demonstrate their expanded knowledge.

The Cornerstone Leadership Academy is also a springboard for students to become next-level credit union leaders. As an introductory leadership course, the Leadership Academy provides the foundation for future development in such educational programs as the Cornerstone Principles and Philosophy Conference, National Credit Union Foundations' Credit Union Development Educator (CUDE) training, and Southwest CUNA Management School (SCMS).

Chapters and students must commit to one full day of learning per month for nine months. In a classroom-style environment, facilitators lead students through educational modules.

Learn more at the Cornerstone website under the "Collaboration" tab at www.cscul.coop.



VIII. POLITICAL ENGAGEMENT

One of the most important functions of a credit union chapter is its active involvement in advocating for credit unions. Engaging lawmakers on all political fronts reinforces the credit union difference and its meaningful impact in communities year-round while advancing credit union priorities. Your active engagement will also help raise your influence in your chapter, with lawmakers you establish relationships with, and among your peers in the credit union movement.

In-District Meetings or Hike at Home

A great time to meet with your lawmakers is while they're in their home districts, when you can invite them to your next chapter meeting and introduce them to their very engaged constituents. Many meeting options are available. You could hold a general meet-and-greet, a town hall, or another event that may include not only your chapter members, but other credit union leaders and staff. You could even consider opening the event up to credit union members in your communities to give the lawmaker a larger forum with his/her constituents. Your chapter will also build goodwill with legislators for hosting the event.

There are guidelines set forth for the appearances of federal candidates at chapter events, and those are updated from time to time on the Cornerstone website. Please refer to the website for the most up-to-date resources and information.



IX. OPTIONS FOR FUNDRAISING

Supporting Your PAC

Credit unions excel at investing and growing capital. Credit union leaders who participate in the Chapters Program have a prime opportunity to raise some of that capital to help ensure the credit union movement survives and thrives in the financial marketplace. Contributions to a political action committee, or PAC, allow credit unions to have a greater impact with elected officials and candidates than they could make as individuals.

The Cornerstone's PACs are geared toward candidates who will support credit union issues in Arkansas, Oklahoma, and Texas, as well as federal-level candidates for Congress. The three registered state PACS and the federal PAC of Credit Union National Association (CUNA) are:

- Arkansas Credit Union Political Action Committee, or ARCUPAC
- Oklahoma Credit Union Political Action Committee, or OCUPAC
- Texas Cornerstone Credit Union League Political Action Committee, or TCCUL PAC
- Credit Union Legislative Action Council, or CULAC

Your chapter can support your PAC by participating in various Cornerstone PAC campaigns, such as candy and bake sales, or national celebration days like International Credit Union Day. You can also conduct your own fundraising events to benefit your PAC, such as bowla-thons, auctions for baked goods or donated treasures, and golf tournaments.

Contact Cornerstone's Government Relations Department staff for assistance on how your chapter can support the League's PACs.

Credit Union Awareness and Outreach

Fundraising programs are part of an awareness and community outreach campaign that you can promote year-round. Raising funds for worthwhile causes can involve the larger credit union movement as well as the community, depending on the fundraiser's purpose and the recipients of the funds. Children's Miracle Network, the Cornerstone Credit Union Foundation, local community entities, and various state and federal PACs, are just a few of the recipients of credit union and chapter support.

Events such as candy sales, bake-offs, school supply initiatives, community causes, shelter supply drives, reality fairs, etc., can be enjoyable while helping worthwhile causes and raising consumer awareness of credit unions.

Cornerstone Credit Union Foundation

The Cornerstone Credit Union Foundation should be on your list of organizations to contribute to, since the Foundation returns so much to credit unions. The Foundation has three key initiatives: financial education, professional development, and disaster relief.

1. Financial education is at the core of the Cornerstone Credit Union Foundation's mission. Enabling young people and adults to manage their resources and plan for a secure financial future is the driver behind this mission that improves lives.

- 2. Through grants and scholarships, the Foundation supports continuous professional development for employees and volunteers in the credit union movement. The Foundation gives credit unions an opportunity to take advantage of professional training and education courses, conferences, and certification programs.
- 3. The Foundation is committed to the credit union philosophy of "people helping people." That's why they stand ready to support credit union communities when disaster strikes. Money from the designated disaster relief fund gets distributed directly to those in need so they can stabilize their lives and continue to serve their members.

Everything the Foundation accomplishes stems from their mission to empower people to improve their financial well-being. The Foundation achieves its goals thanks to the generous support from credit unions, chapters, volunteers, corporate sponsorships, Community Investment Fund investors, Credit Union Resources, Inc., industry groups, and individual donations. Learn more at www.cscuf.coop.



X. RECOGNITION

Cornerstone honors its "best of the best" annually with an Awards and Recognition program designed to honor those in the movement who demonstrate a sincere passion for the cause and recognize credit unions for their commitment to community. Being able to demonstrate to your members, community, public opinion figures, and lawmakers that you are an integral part of your community, as well as illustrate the credit union difference is becoming increasingly important in today's competitive landscape.

While recognition programs may change from time to time, Cornerstone recognizes the community of chapters annually with the Chapter of the Year and ImPACt awards.

Chapter of the Year Award

Cornerstone recognizes chapters for their contributions to the success of the credit union movement in the tristate region of Arkansas, Oklahoma, and Texas. The award is based on chapter participation in the following three categories:

- Political and Regulatory Advocacy
- Community Involvement/System Support
- Leadership Development

Eligibility

Chapter of the Year is awarded to one chapter in each chapter group that earns the highest number of points. Additionally, chapters are eligible to receive "special achievement" awards as warranted, one per category.

Each chapter belongs to one of three groups. Please visit the Awards and Recognition page on Cornerstone's website for more detailed information on groups, as well as application procedures.

ImPACt Award

Cornerstone recognizes credit union professionals that excel in their political action fundraising via the ImPACt award. Award winners will be recognized at the Cornerstone Annual Meeting. The ImPACt award recognizes individuals, credit unions, and chapters for their PAC contributions in two ways: actual dollars contributed to their state PAC and the percent of a goal achieved. Below are the categories for the ImPACt Award:

- Top Individual Contributor
- Top Credit Union Contributor
- Highest Percent of Goal by Chapter
- Highest Percent of Goal by Credit Union
- Top Chapter Contributor

The time frame for these awards is the calendar year, January to December, and the information for these awards is tracked by the Chapter Relations team.



APPENDIX

SAMPLE BYLAWS

[insert chapter name] CHAPTER OF CREDIT UNIONS of the Cornerstone Credit Union League

Chapter Bylaws

PREAMBLE

The credit union movement belongs to the credit unions [and their members], all of which are motivated by the same principles and perform the same services; under the law they are organized. To operate efficiently, they are united in state leagues and in the national association (the National Association in the World Council of Credit Unions), and this chapter is an integral part of the credit union movement as so organized. We recognize the value of cooperative efforts, mutual instruction and social contact can be more efficiently enhanced through organization. This chapter is established to serve the needs of the credit union movement and make possible more efficient coordination within the credit union movement.

ARTICLE I: Name

Section 1. The name of this association shall be the [insert Chapter Name] Chapter of Credit Unions.

ARTICLE II: Purpose of the Chapter

Section 1. The purpose of the [insert Chapter Name] Chapter of Credit Unions is to:

- 1. Disseminate information to credit unions from the Cornerstone Credit Union League and Affiliates.
- 2. Provide grassroots information from the credit unions to the Cornerstone Credit Union League and affiliates.
- 3. Assist the Cornerstone Credit Union League and affiliates in furthering the support and development of Cornerstone Credit Unions.
- 4. Exchange ideas and information of mutual interest concerning credit unions.

ARTICLE III: Membership

Section 1. Membership. All credit unions operating within the boundaries of [insert Chapter Name] shall be eligible for membership, be entitled to one vote, and be enrolled on the records of this chapter.

- Section 2. League Representation. This chapter shall be recognized as an integral part of the Cornerstone Credit Union League. League director(s) or representatives of the League will be given the opportunity to report on League activities at each meeting of this chapter.
- Section 3. Voting on League Matters. Whenever matters relating to the League become a matter of business in this chapter, only votes from credit unions which are members of the League shall be recognized.
- Section 4. Associate Memberships—Non-voting members of the chapter. Associate memberships may be available and are comprised of business representatives that provide products and/or services to the credit union industry. Associate members are not eligible to vote on League/chapter matters. The decision to revoke the membership of an association member will be made by a majority vote of the board.

ARTICLE IV: Dues

- Section 1. The board of directors shall decide, on a yearly basis, whether it is necessary to collect dues from the member credit unions for the following calendar year. If it is determined that dues shall be collected, the board will decide on the rate of dues and will announce the dues at [insert: the annual meeting or first meeting of the calendar year].
- Section 2. No credit union shall be excluded from participation in the chapter activities, except voting, because of failure to pay chapter dues.
- Section 3. The board of directors, at their discretion, may waive dues and extend full membership privileges in hardship cases and/or smaller size asset credit unions.
- Section 4. Dues for associate memberships will be set annually by the chapter board.

ARTICLE V: Meetings

- Section 1. Regular meetings of the [insert chapter name] chapter shall be held [insert: monthly; X times a year] or as decided by the board.
- Section 2. Special meetings of the chapter may be called by the president or by the executive committee.
- Section 3. Special meetings of the chapter shall be called by the president upon written request to the president from at least [insert number] credit unions whose chapter dues are current for the year.
- Section 4. The [insert month] chapter meeting shall be the annual meeting.
- Section 5. Representation from [insert number] credit unions shall constitute a quorum.

ARTICLE VI: Elections

- Section 1. At least sixty (60) days prior to the annual meeting the president shall appoint a nomination committee of not fewer than three (3) members from the [insert chapter name] chapter. They may consist of the following:
 - (1) The most immediate past presidents of the chapter, provide that any such individual is still residing within the [insert chapter name] chapter and is active in credit union operations and/or
 - (2) One representative from different asset groups.
- Section 2. The duties of the nominating committee shall be:
 - 1. To select at least one (1) nominee for each vacancy to be filled, including any un-expired term vacancy. [Refer to board of directors for qualifications.]
 - 2. To submit a report of nominees at the annual meeting of the
 - 3. To prepare ballots for the election [if there is more than one candidate per vacancy].
- Section 3. After the nominating committee candidate selections have been placed before the chapter at the annual meeting, the president shall call for nominations from the floor. When nominations are closed, the vote shall be taken and the results announced.
- Section 4. If the vote is by ballot, it shall be the duty of the president to appoint tellers before the vote is taken. Only member credit unions present at the meeting shall be entitled to vote [no proxy voting is permitted].
- Section 5. A plurality vote shall constitute an election.
- Section 6. Chapter officers shall serve for one (1) year or until their successors have been appointed or elected. Interim vacancies shall be filled by appointment by the remaining directors until the next annual meeting.

ARTICLE VII: Board of Directors

- Section 1. Number and Terms: The board of directors of the chapter shall consist of [insert number] directors. Regular terms of office for directors shall be for a period of three (3) years or until the election and qualification of successors. director terms will be staggered to ensure that no more than [insert number] seats are up for re-election in any one year except when an election is necessary to fill the seat of a resigning director.
- Section 2. Qualifications: A board member must be an employee, director, or committee member of a credit union which is a member of this chapter [determine: and must be a member of the League], and no two of whom shall be from the same credit unions. If a board member leaves the credit union movement or is no longer qualified, their directorship declared vacant. That vacancy, as well as any vacancy occurring for other reasons, shall be filled by vote of a majority of the directors holding office. Directors so appointed shall hold office only until the next annual meeting at which time any unexpired terms shall be filled by vote of the members.

- Section 3. A. Meetings of the board of directors may be called from time to time by the president. Special meetings of the board of directors shall be called by the president upon written request to the president from any [insert number] of the chapter directors.
 - B. [insert number] directors shall constitute a quorum.
- Section 4. The board of directors shall have the general direction and control of the affairs, funds and records of the chapter, and shall operate to fulfill the objectives of the chapter as set out in these bylaws. In executing these duties, the board of directors shall have such authority as needed for this purpose.
- Section 5. The board of directors may appoint from their own number an executive committee of three (3) persons to exercise such authority as may be delegated to it by the board of directors between meetings of the board of directors.
- Section 6. The board of directors, by majority vote, may suspend any chapter officer or director who fails to attend three (3) consecutive regular chapter meetings or fails to attend three (3) consecutive board meetings without cause or who otherwise fails to perform any of the duties required of an official of the chapter.
- Section 7. If a director's term expires and that director is serving in the office of president, then that director is not eligible for re-election to the board until a one (1) year period has expired. As outgoing president, he/she shall serve as ex-officio member of the board for a period not to exceed one (1) year.

ARTICLE VIII: Officers and Their Duties

- Section 1. At their first meeting, within thirty (30) days following the annual meeting of the chapter, the board of directors shall elect officers from their own number as follows:
 - President
 - Vice President
 - Treasurer
 - Secretary

[Treasurer and secretary may be held by the same person.]

Section 2. Such officers shall hold office until the board of directors shall choose their successors at the first meeting following the next annual meeting of the chapter unless removed for causes as provided in these bylaws. The successor's term of office will be for January through December of the following year.

Section 3. The president shall:

- A. Preside at all meetings of the chapter.
- B. Appoint all standing committees and such other committees as may be deemed necessary.
- C. Be ex-officio member of all committees except the nominating committee.
- D. Concur with the treasurer on disbursements and sign checks for the chapter expenses in the absence of the treasurer or inability of the treasurer to act.
- E. Require an audit of chapter funds to be performed at least once each calendar year. annually the report of the audit is communicated to the board and membership.
- F. Perform all other duties pertaining to his office.
- Section 4. It shall be the duty of the vice president to perform the duties of the president in the event of the absence or inability of the president to act. The vice president shall also have the responsibility of planning and implementing the program slated for the celebration of International Credit Union Day.

Section 5. The treasurer shall:

- A. Have charge and custody of, and be responsible for, all funds and securities, if any, of the chapter. The treasurer shall receive and give receipts for moneys due and payable to the chapter from all sources. He or she shall deposit all such monies in such bank or other depositories as shall be selected by the board of directors. He or she shall keep and maintain a complete record of all receipts and disbursements.
- B. Pay all mandatory obligations of the chapter promptly when due.
- C. Submit a financial report and balance sheet at each meeting of the board of directors and shall be prepared to submit such report, if requested, at any chapter meeting.
- D. The treasurer may be required by the board of directors to be bonded in an amount to be determined by the board. The expense of such bond shall be paid from chapter funds.
- E. Responsible for timely preparation and filing of the annual tax return for the chapter, if applicable, and perform all other duties pertaining to the office.

Section 6. The secretary shall:

- A. Keep minutes of all chapter board meetings; and if applicable, chapter meetings.
- B. Prepare notices of all meetings as directed by the president.
- C. Perform such other duties as may pertain to the office.
- Section 7. Other members of the board of directors shall perform such duties as may be assigned by the president.

ARTICLE IX: Committees

Section 1. Standing committees of this chapter shall be:

- A. Nominating
- B. Audit
- C. Program
- D. International Credit Union Day
- E. Membership
- F. Associate members

Section 2. Special committees may be appointed when deemed necessary. Special committees may include but are not limited to:

- Advertising co-op/media relations
- State PAC
- CMN, Credit Unions for Kids
- Community relations
- Financial education
- Advocacy

ARTICLE X: Parliamentary Authority

Section 1. In all matters not covered by the bylaws of this chapter, the current edition of Roberts Rules of Order shall apply.

ARTICLE XI: Chapter Records

Section 1. Secretary and treasurer's reports may be destroyed after six (6) years. Historical records are maintained and the responsibility of the secretary.

ARTICLE XII: Bylaw Amendments

Section 1. These bylaws may be amended by a majority vote if the member credit unions present at any regular meeting of the chapter. Notice of a vote on proposed amendments [accompanied by the purpose of the amendment] shall be given at the previous regular meeting or in writing at least thirty (30) days prior to the vote.

STANDING RULES

The following orders of business for meetings of members and/or the board of directors provide a guideline for the conduct of such meetings:

- Call the meeting to order; introduce new members and guests
- Minutes distributed by secretary [for board meetings; unless an action was taken at a meeting of the members]
- Treasurer's report [written for the board; oral to the membership]
- Communications, if applicable
- Committee reports, if applicable
- League and affiliates reports
- Business [include referrals from prior meetings, if applicable]
- Announcements, including date/location of next meeting
- Adjournment [for board meetings]

OATH OF THE OFFICE FOR CHAPTER DIRECTORS

Oath of the Office for Chapter Directors

I, Directors of the	as <u>(Position on the board)</u> and member of the Board of Chapter of Credit Unions, do solemnly pledge:
To INCREASE my know	wledge of credit union principles and philosophy;
To CONDUCT my relat respect to the credit union move	cions with others in a manner which will bring honor and ement;
To PLACE the welfare	of the credit union movement above self-ambition;
	Chapter of Credit unions, who have nd have elected me to this high office;
To REMAIN dedicated	to the credit union philosophy of people helping people

Sample Calendar of Events for the ______ Chapter

Year: _____

January	February	March	
Date:	Date:	Date:	
Location:	Location:	Location:	
Time:	Time:	Time:	
Type of Meeting:	Type of Meeting:	Type of Meeting:	
Topics:	Topics:	Topics:	
Speakers:	Speakers:	Speakers:	
Other:	Other:	Other:	
April	May	June	
Date:	Date:	Date:	
Location:	Location:	Location:	
Time:	Time:	Time:	
Type of Meeting:	Type of Meeting:	Type of Meeting:	
Topics:	Topics:	Topics:	
Speakers:	Speakers:	Speakers:	
Other:	Other:	Other:	
July	August	September	
July Date:	August Date:	September Date:	
		•	
Date:	Date:	Date:	
Date: Location:	Date: Location:	Date: Location:	
Date: Location: Time: Type of Meeting: Topics:	Date: Location: Time: Type of Meeting: Topics:	Date: Location: Time: Type of Meeting: Topics:	
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Date: Location: Time: Type of Meeting: Topics: Speakers:	Date: Location: Time: Type of Meeting: Topics: Speakers:	Date: Location: Time: Type of Meeting: Topics: Speakers:	
Date: Location: Time: Type of Meeting: Topics: Speakers: Other:	Date: Location: Time: Type of Meeting: Topics: Speakers: Other:	Date: Location: Time: Type of Meeting: Topics: Speakers: Other:	
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NOTICE OF NEW CHAPTER OFFICER

Help us keep our chapter records up to date and accurate and ensure your access to Chapter Officer Resources. Please complete this form whenever you install a new chapter officer and email it to Cornerstone at Chapter Relations@cornerstoneleague.coop.

Chapter Name	
Full Name of New Officer	
Officer Position in Chapter	
New Officer Replaces	
Effective Date	
Officer's CU Affiliation	
Position at CU	
Phone #	
Email	



