

# Total Rewards Symposium 2024



d. hilton associates inc.

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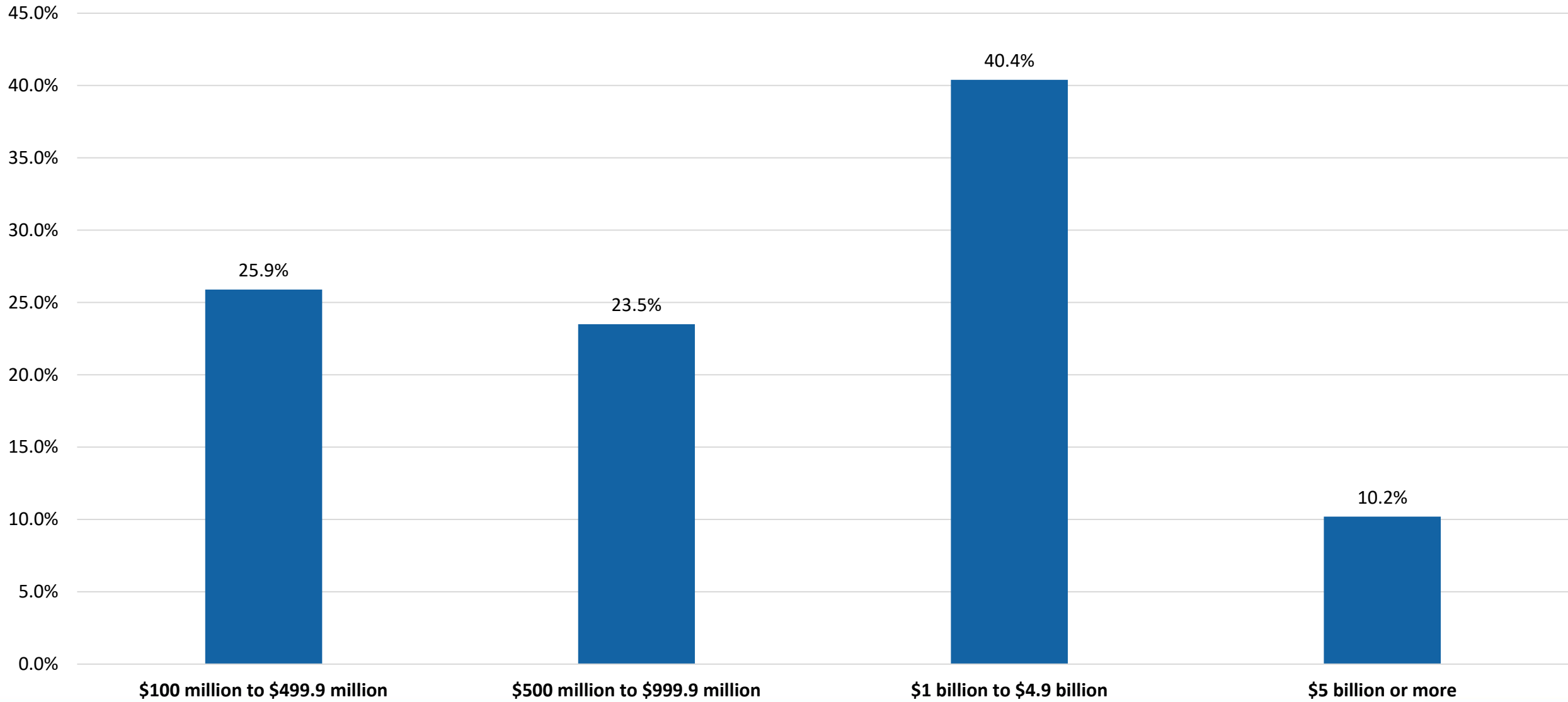
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*The materials have been prepared for informational purposes only. The views expressed are subject to change at any time.*

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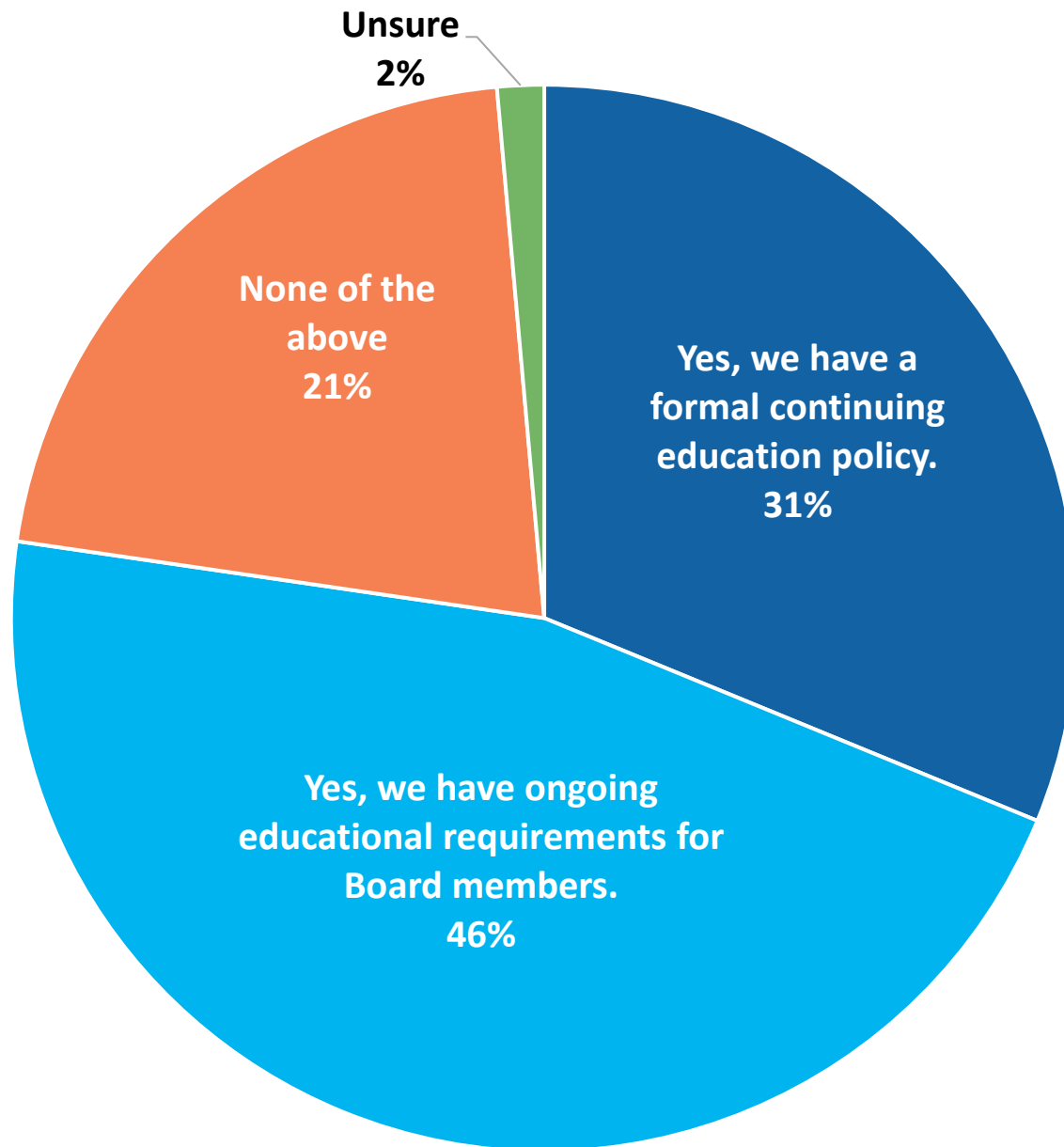
# D. Hilton's Board Best Practices Survey Series

### Response by Asset Size

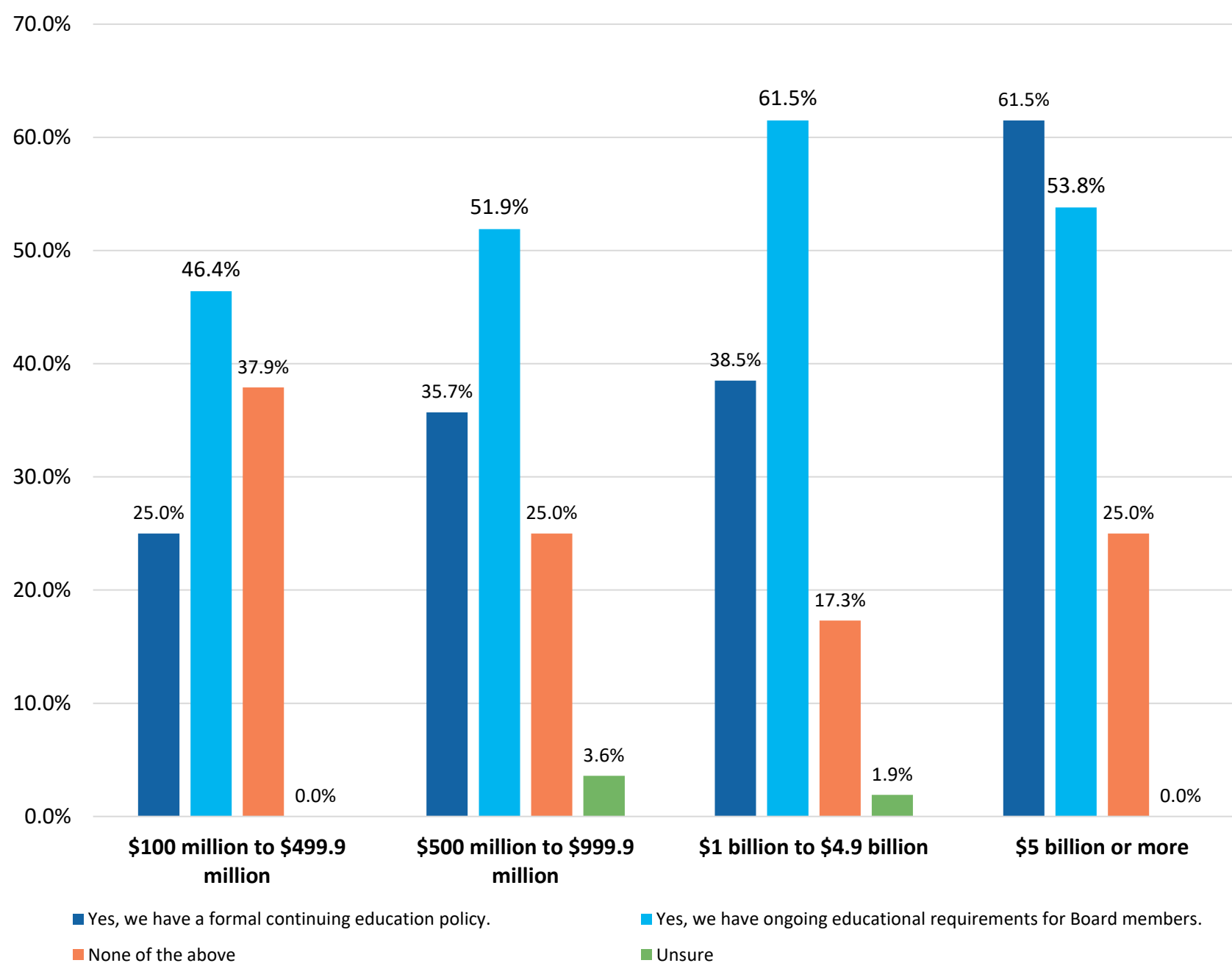


# D. Hilton's Board Best Practices Survey Series

## Part 1: Board Education

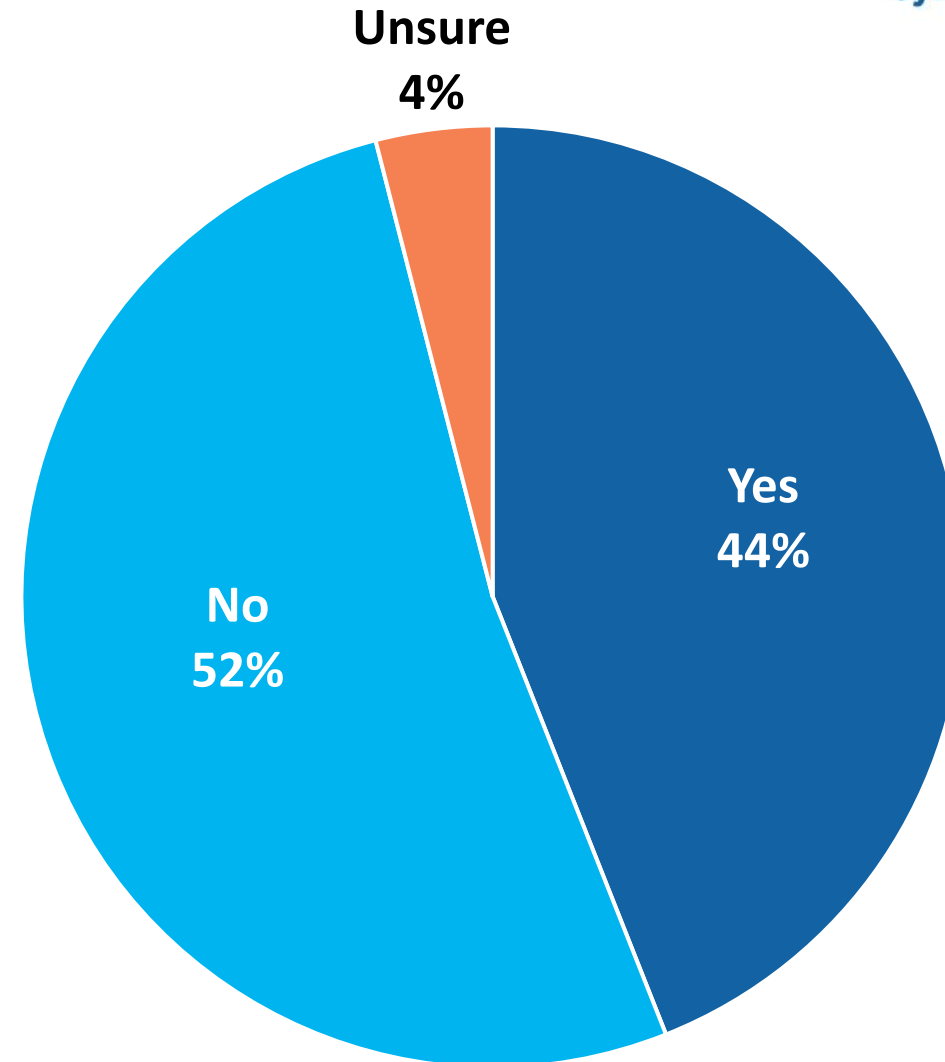


**Does the Board  
have a formal  
continuing  
education policy  
and/or ongoing  
educational  
requirements for  
Board members?**



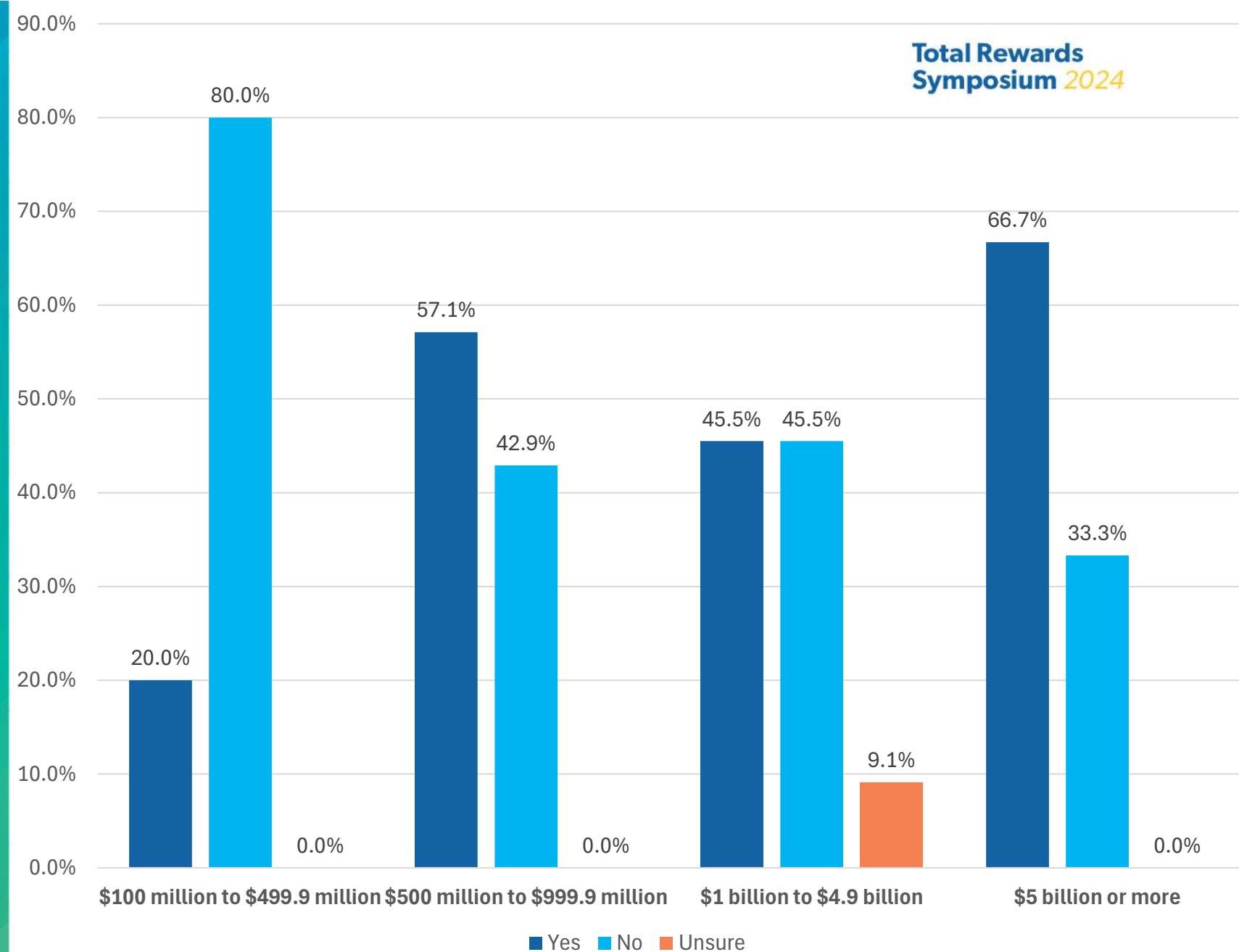
Does the Board have a formal continuing education policy and/or ongoing educational requirements for Board members?

Are Board members required to achieve a certain level of education within a specified time period?

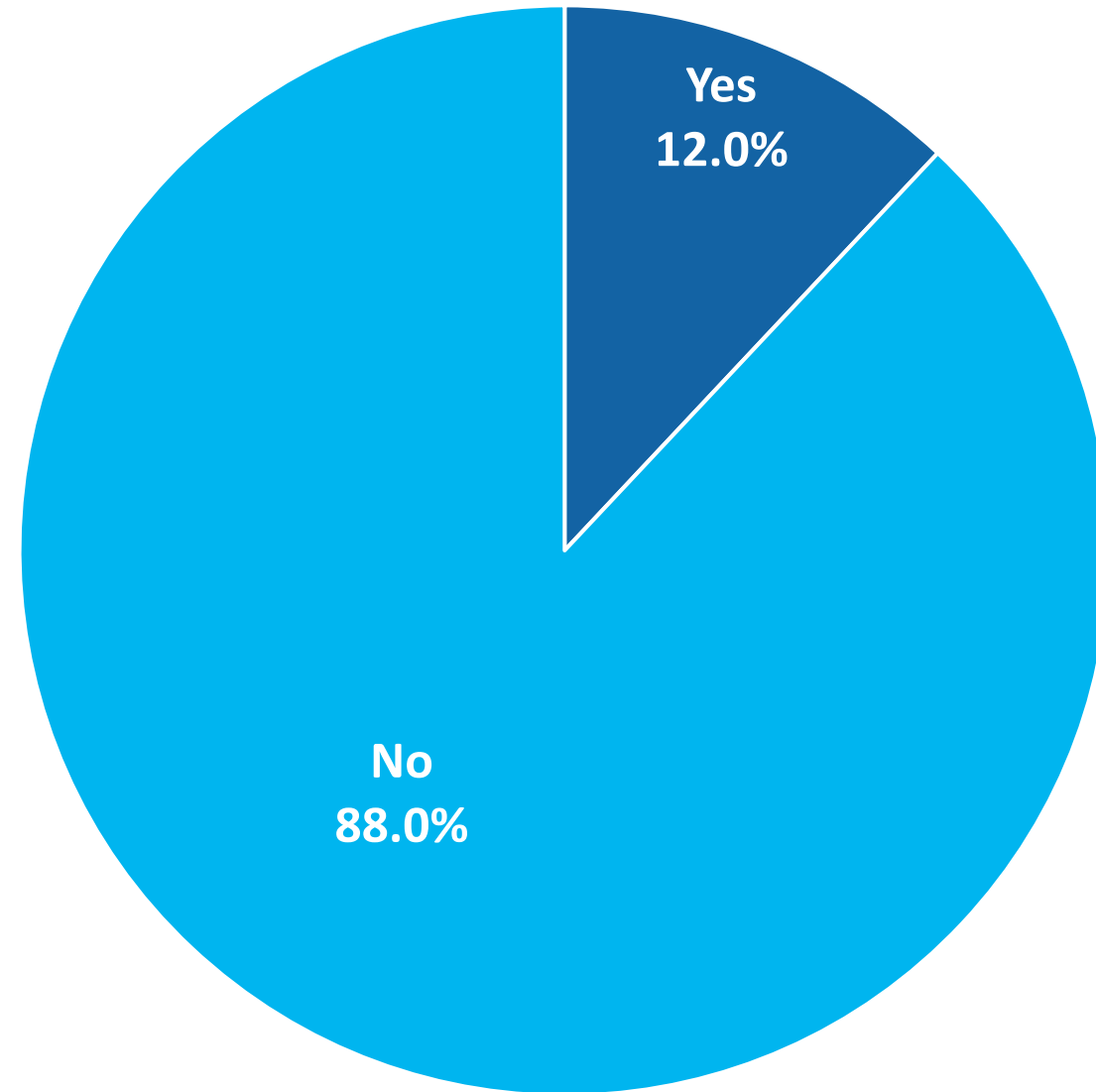




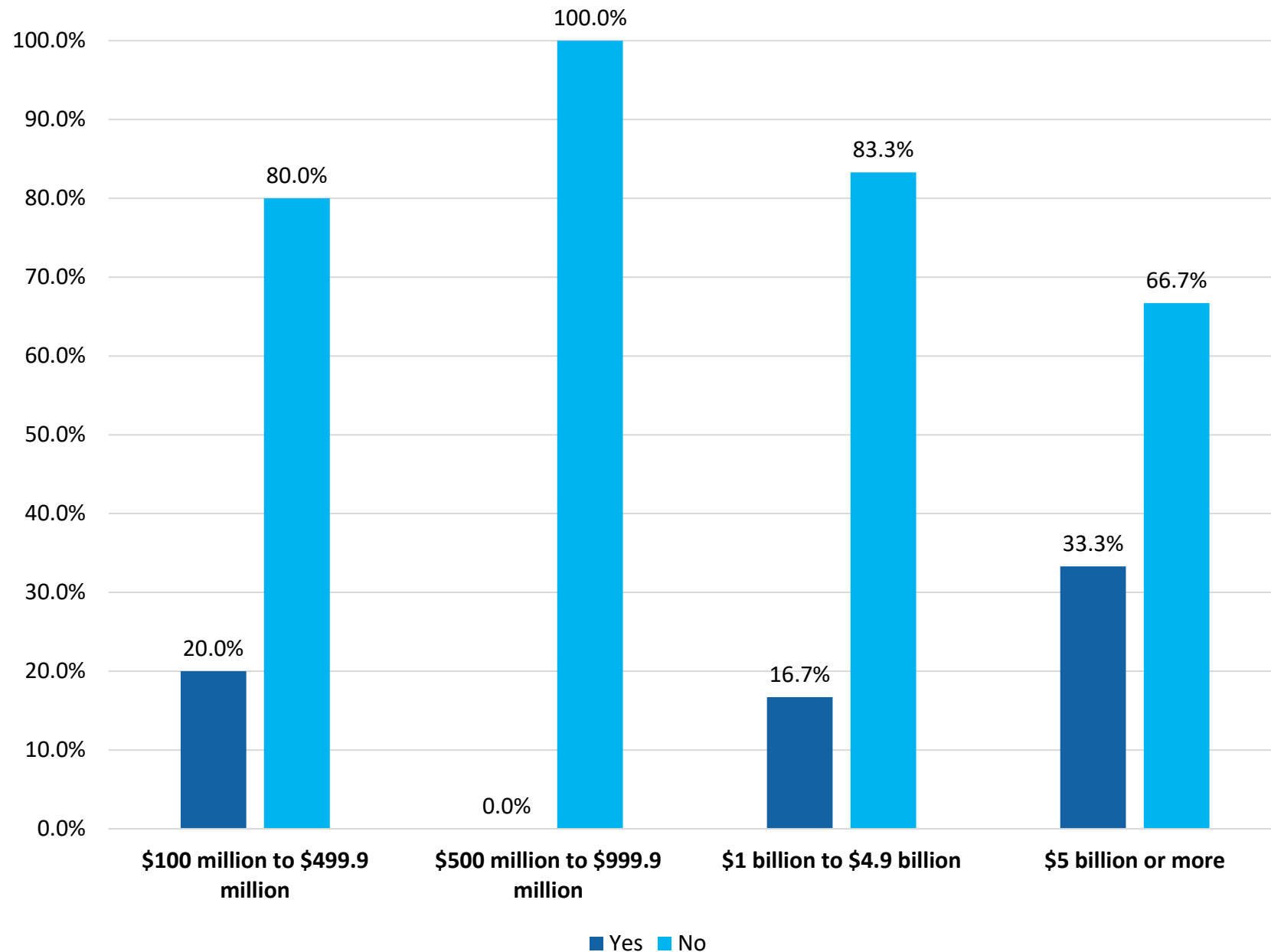
# Are Board members required to achieve a certain level of education within a specified period?



**Does your policy  
outline specific  
certifications that  
Board members  
must obtain, such  
as a Certified Credit  
Union Board  
Member (CCUB)  
certification?**



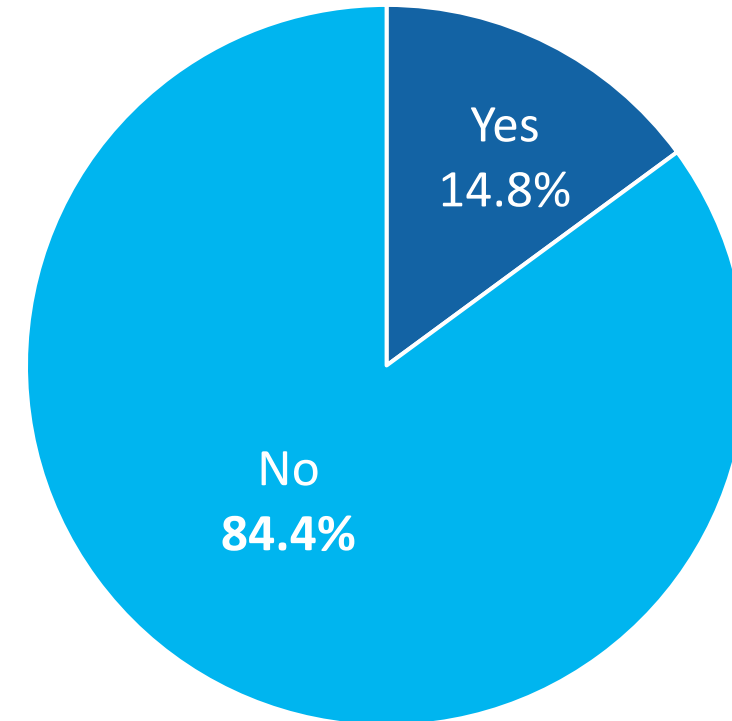
Does your policy outline specific certifications that Board members must obtain, such as a Certified Credit Union Board Member (CCUB) certification?



# 100%

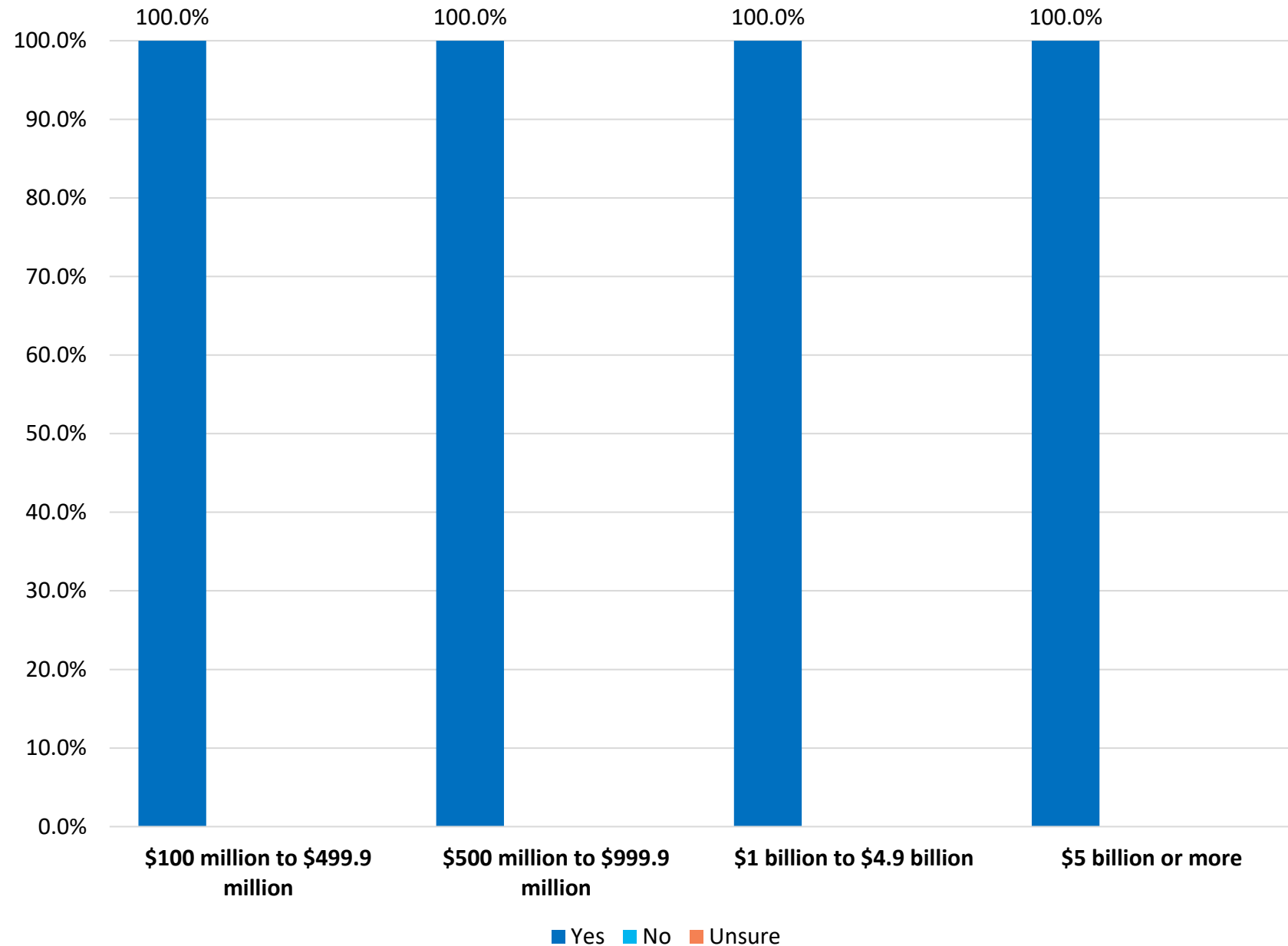
of respondents noted that Board members are permitted to attend conferences.

Are Board members permitted to attend conferences?

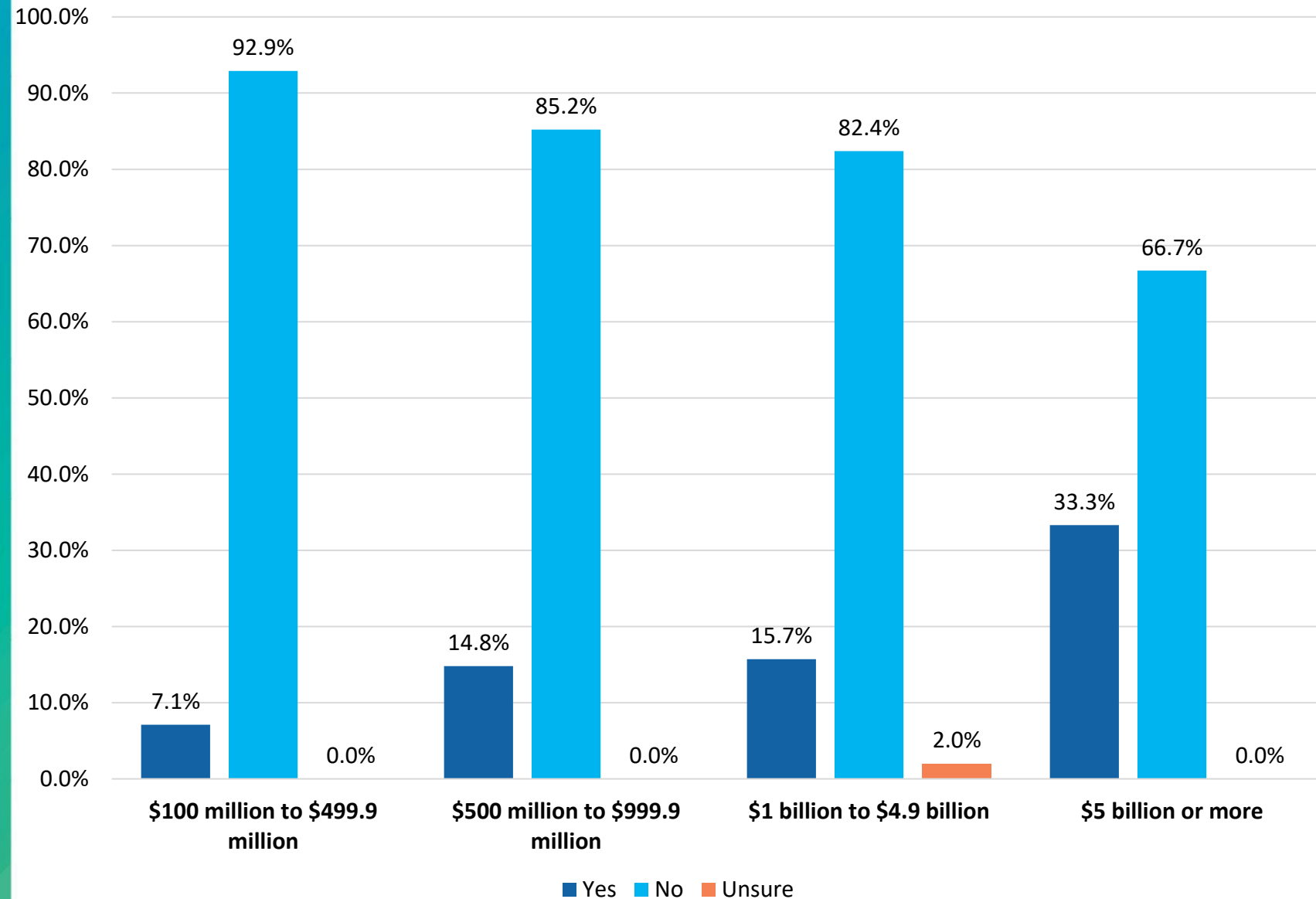


Are Board members required to attend conferences?

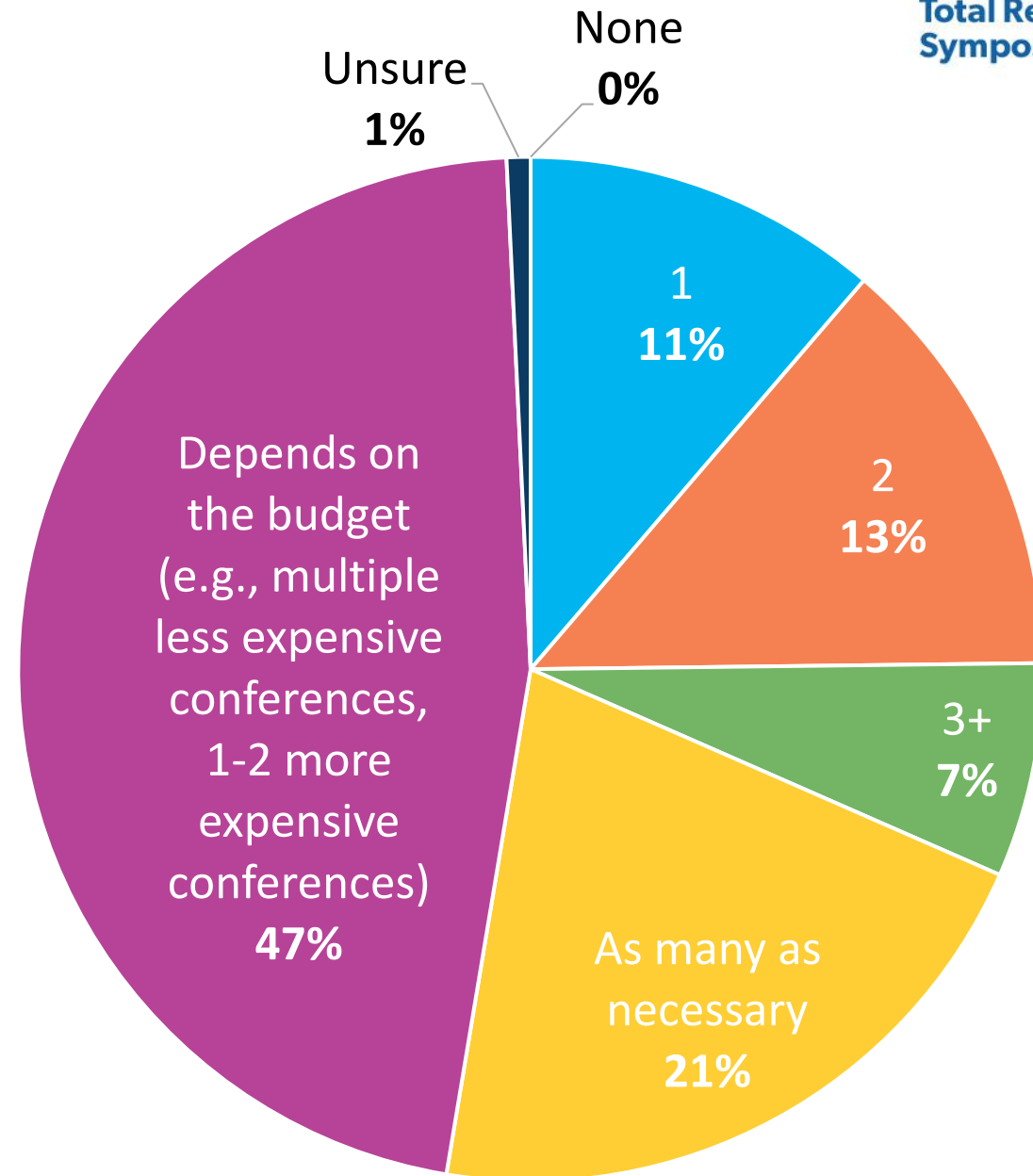
# Are Board members permitted to attend conferences?



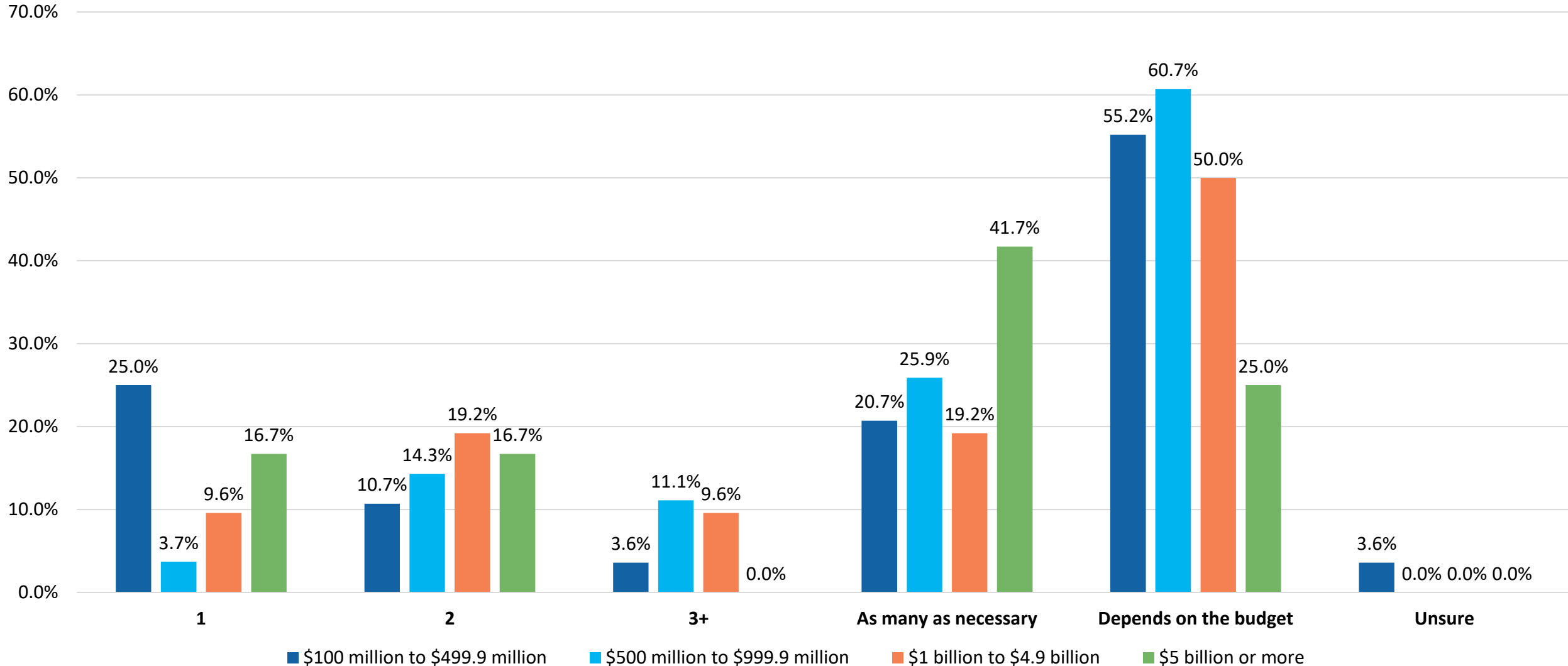
# Are Board members required to attend conferences?



How many conferences can a Board member attend in a given year?

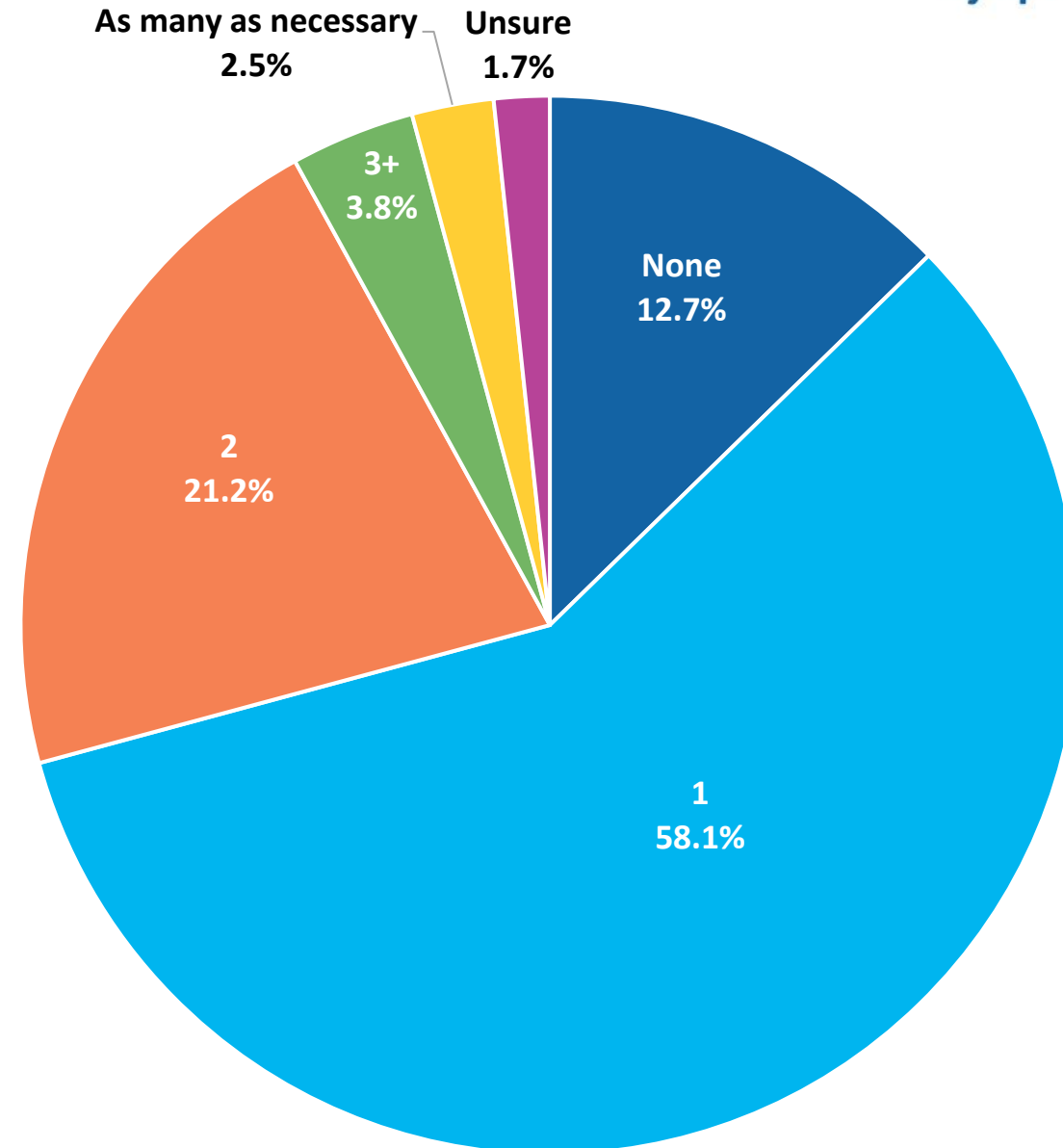


### How many conferences can a Board member attend in a given year?

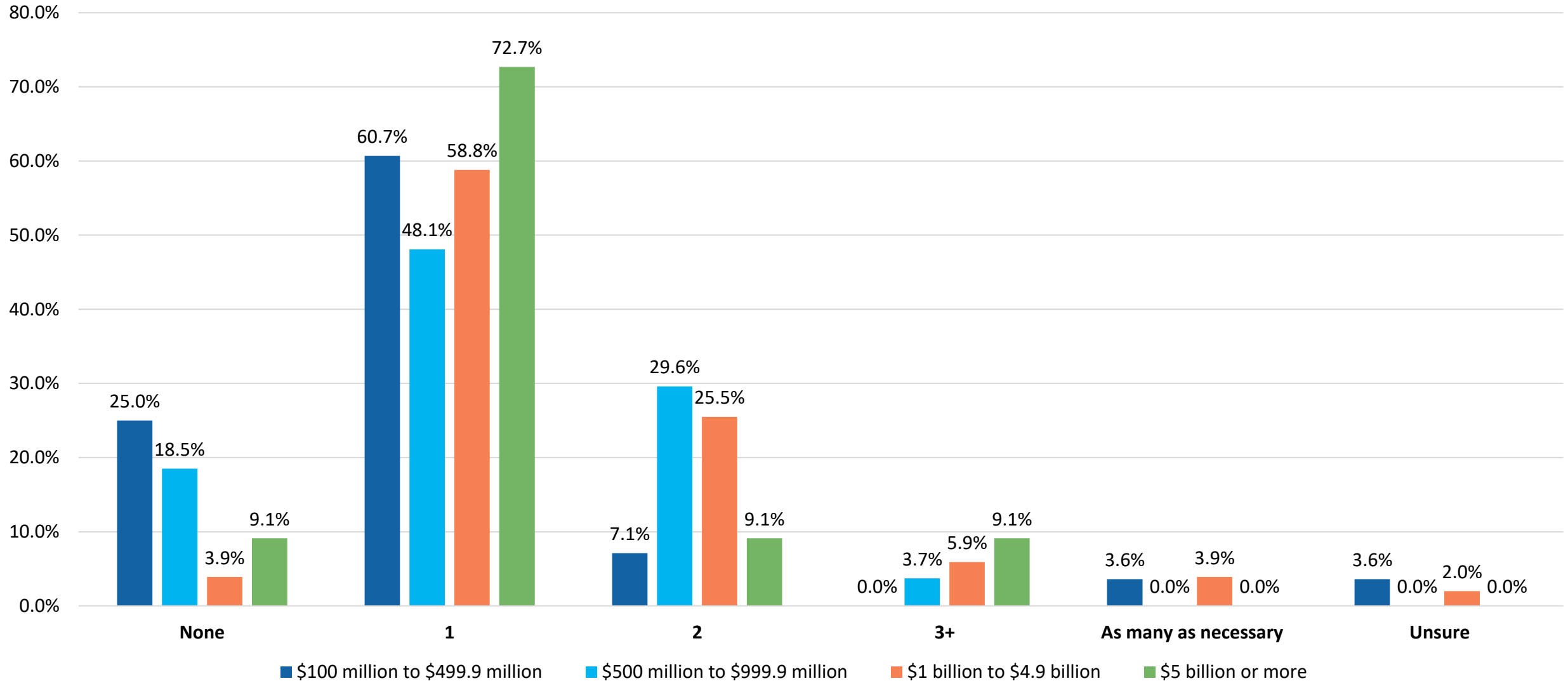


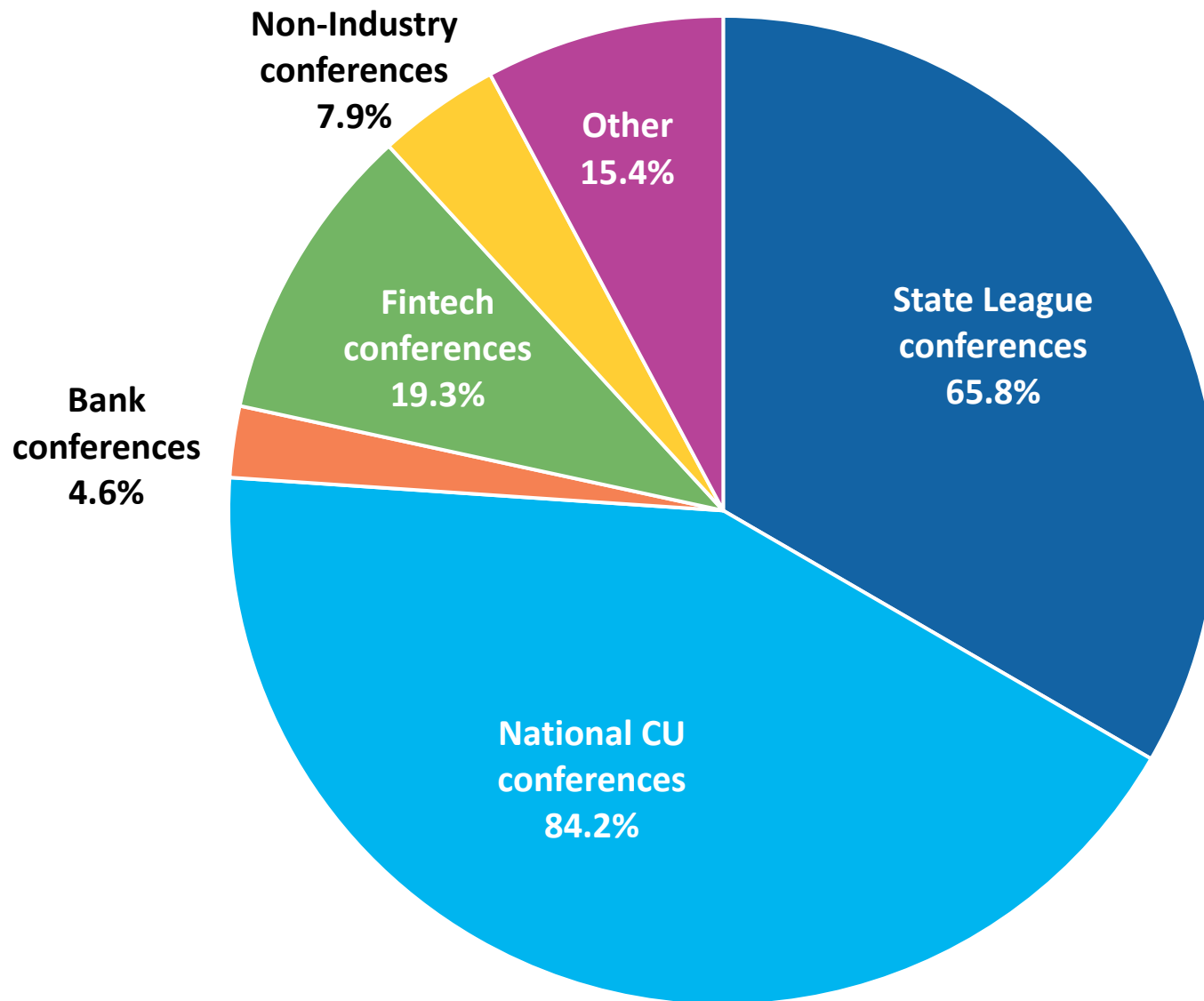


How many conferences does your average Board member attend in a given year?



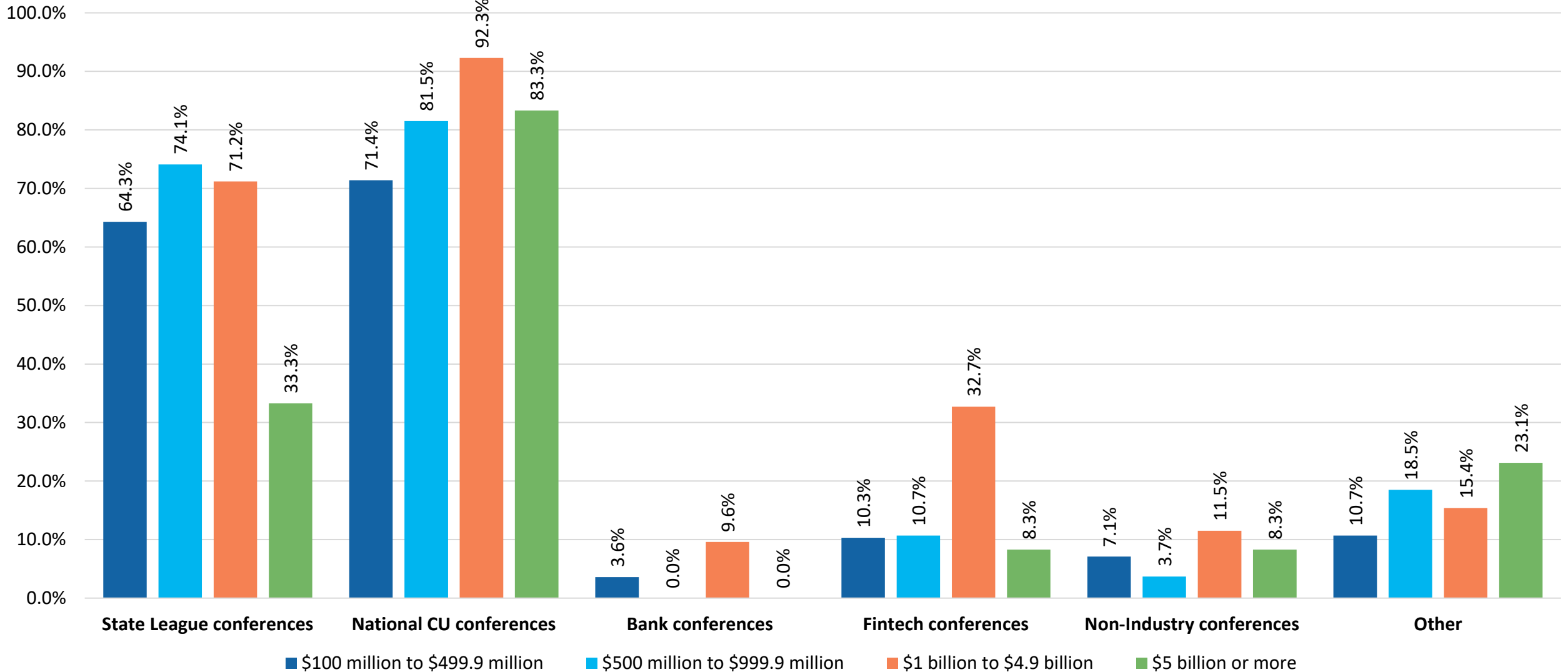
### How many conferences does your average Board member attend in a given year?

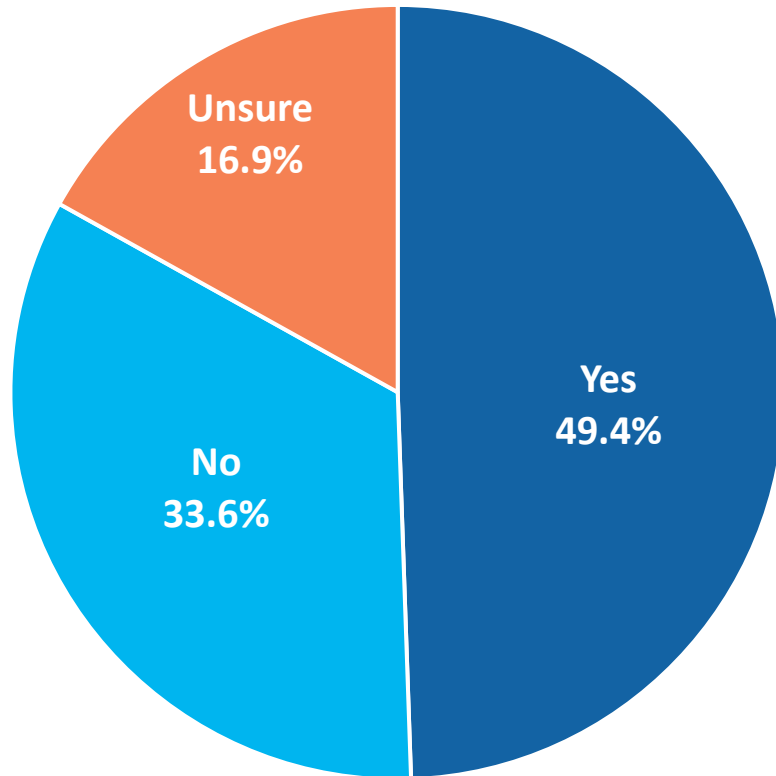




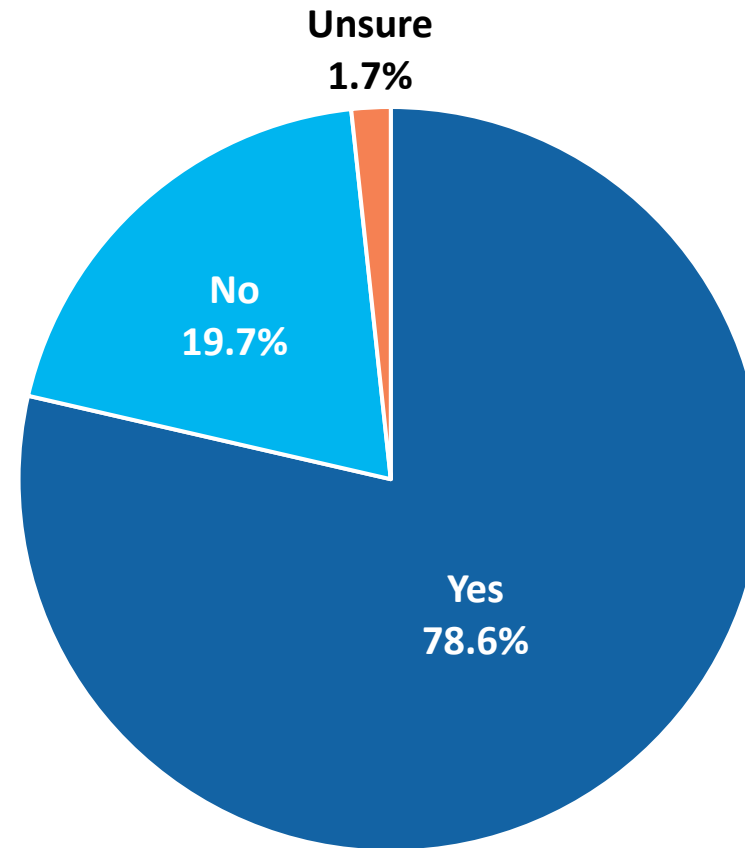
What types of conferences does your Board attend?

### What types of conferences does your Board attend?



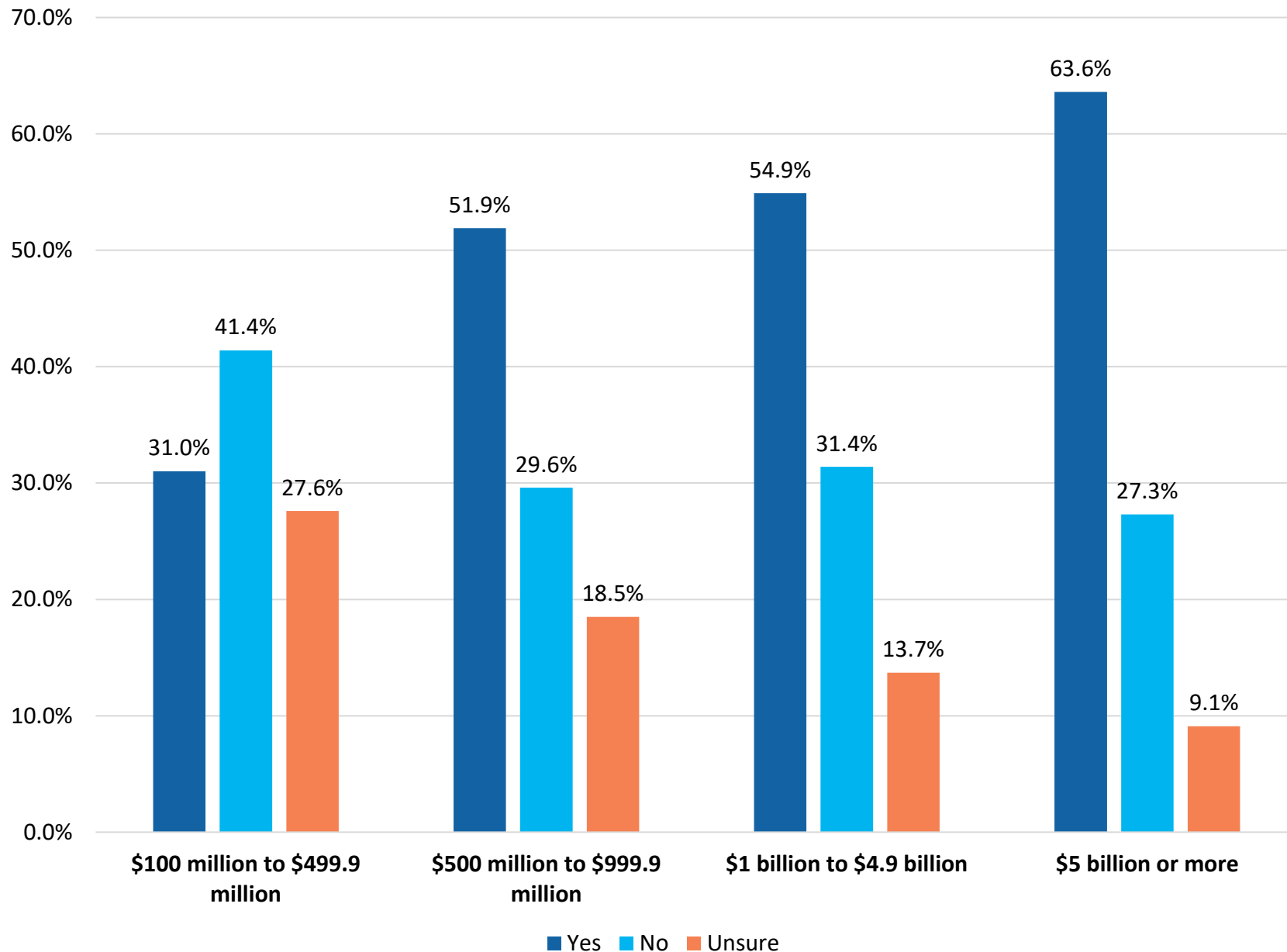


**Can Board members attend conferences outside of the U.S.?**

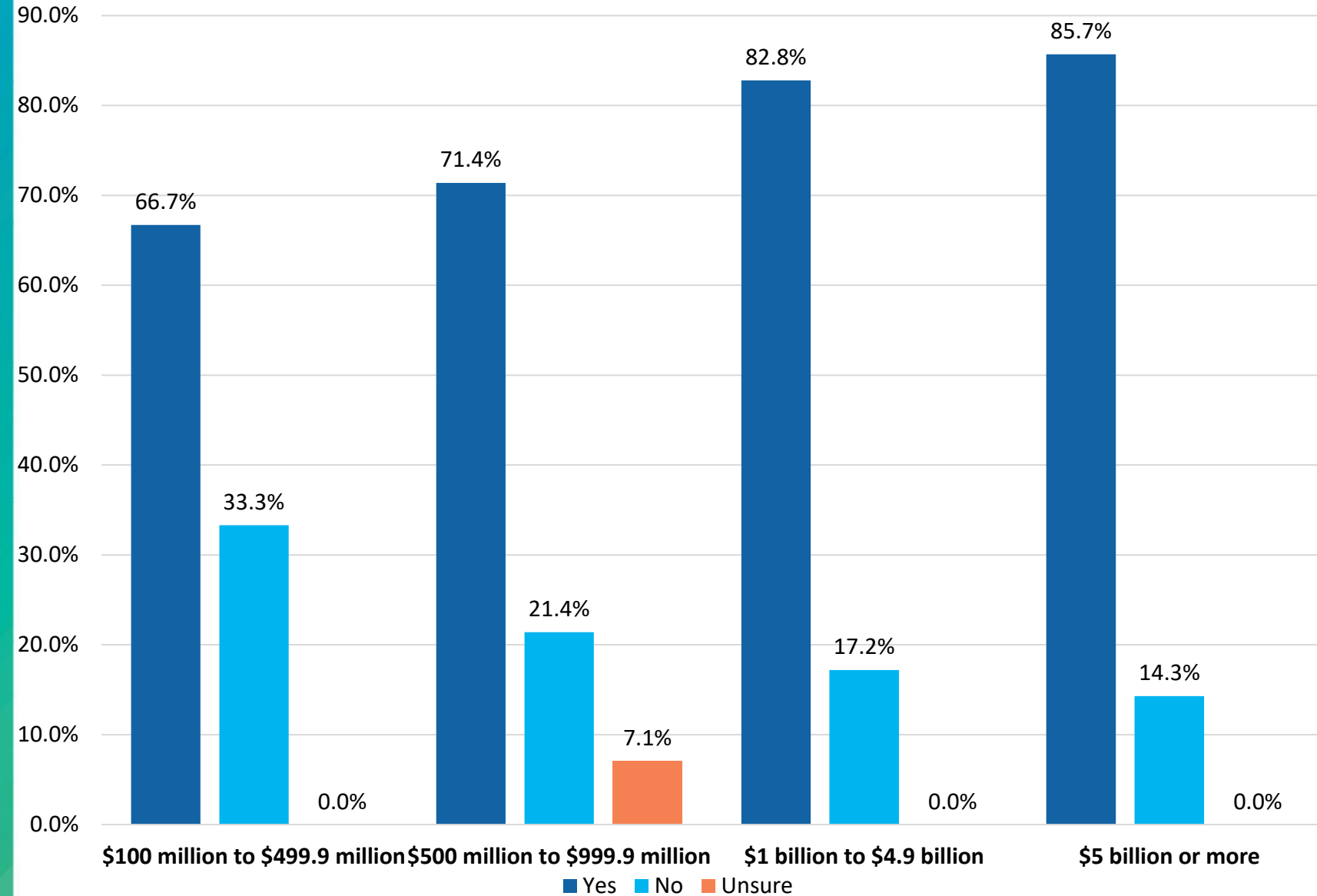


**Have Board members attended conferences outside of the U.S.?**

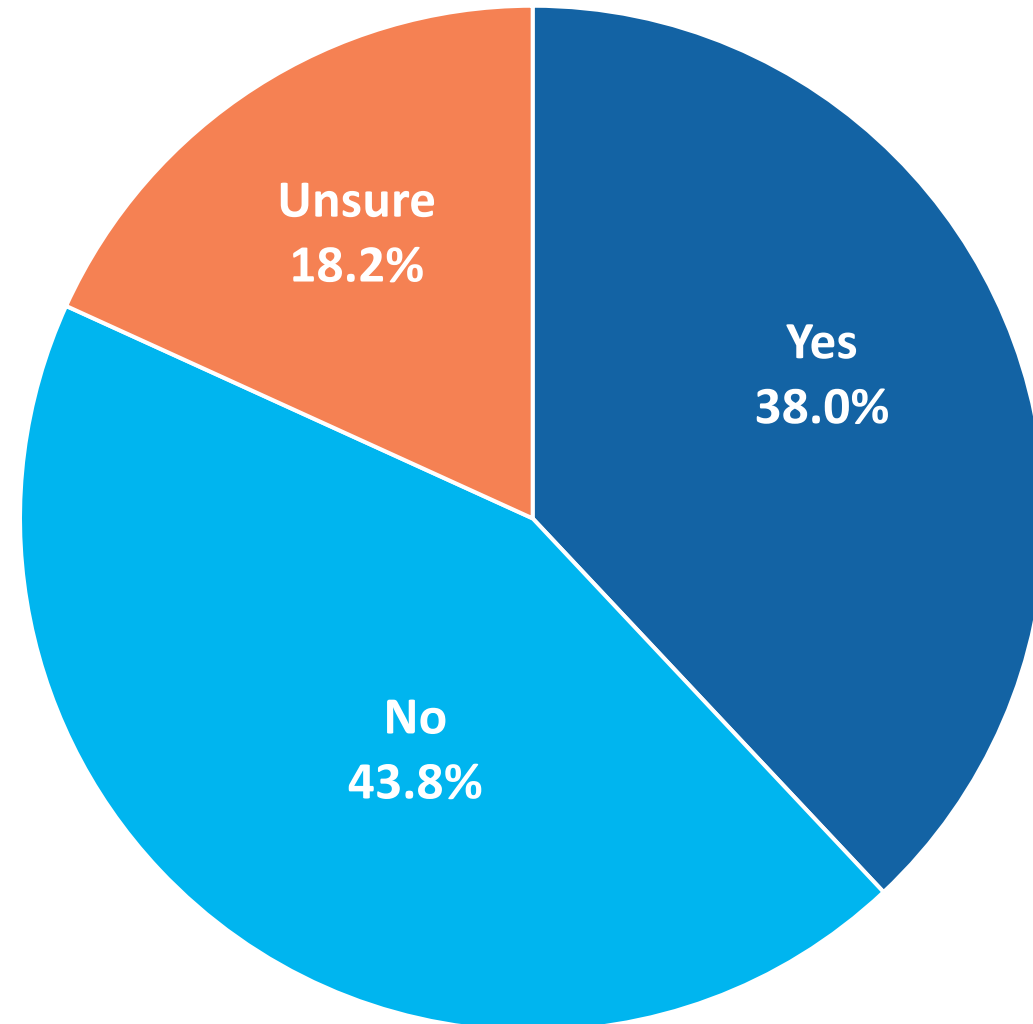
# Can Board members attend conferences outside of the U.S.?



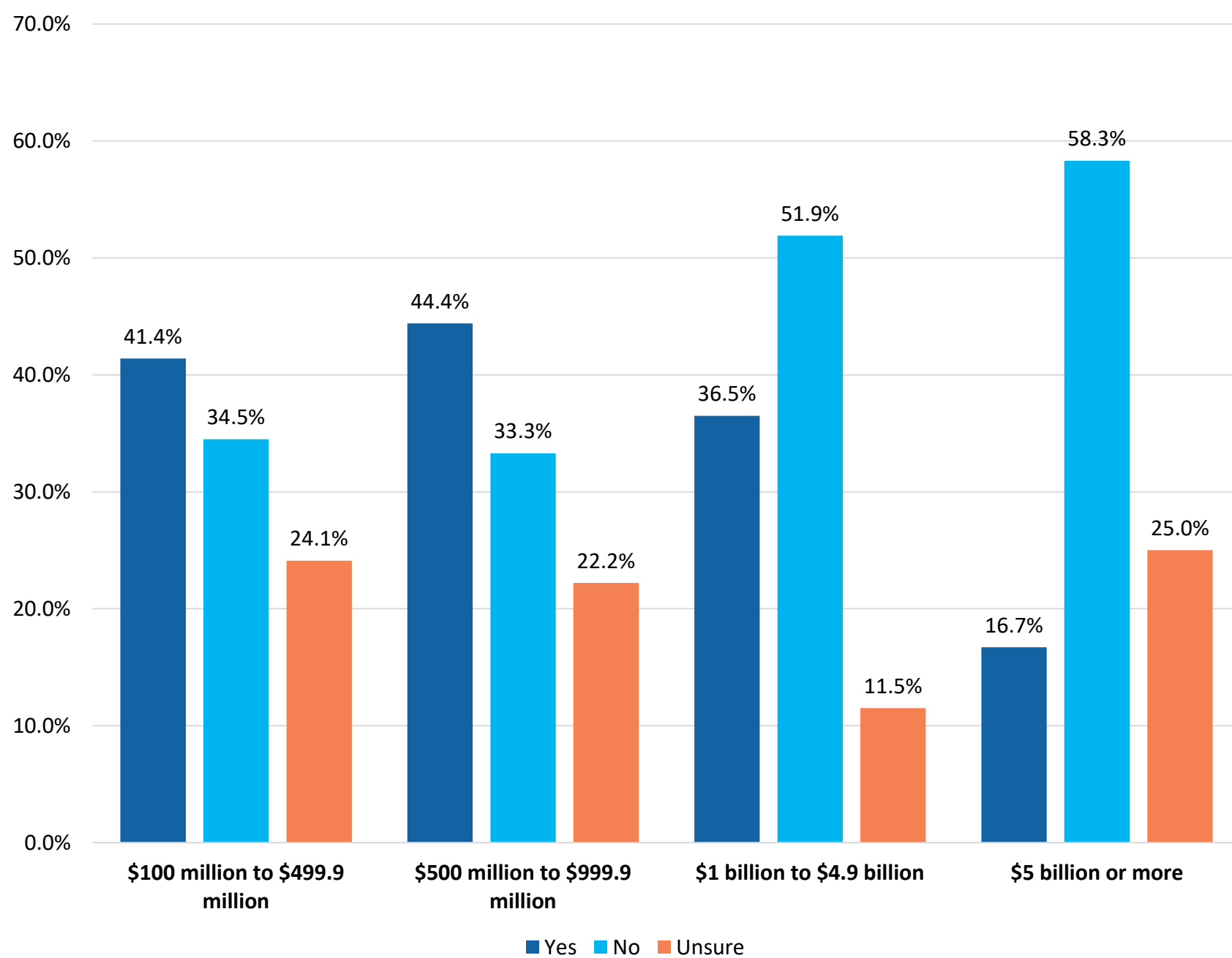
# Have Board members attended conferences outside of the U.S.?



Are Board members  
allowed to attend  
conferences that are on  
cruise ships?

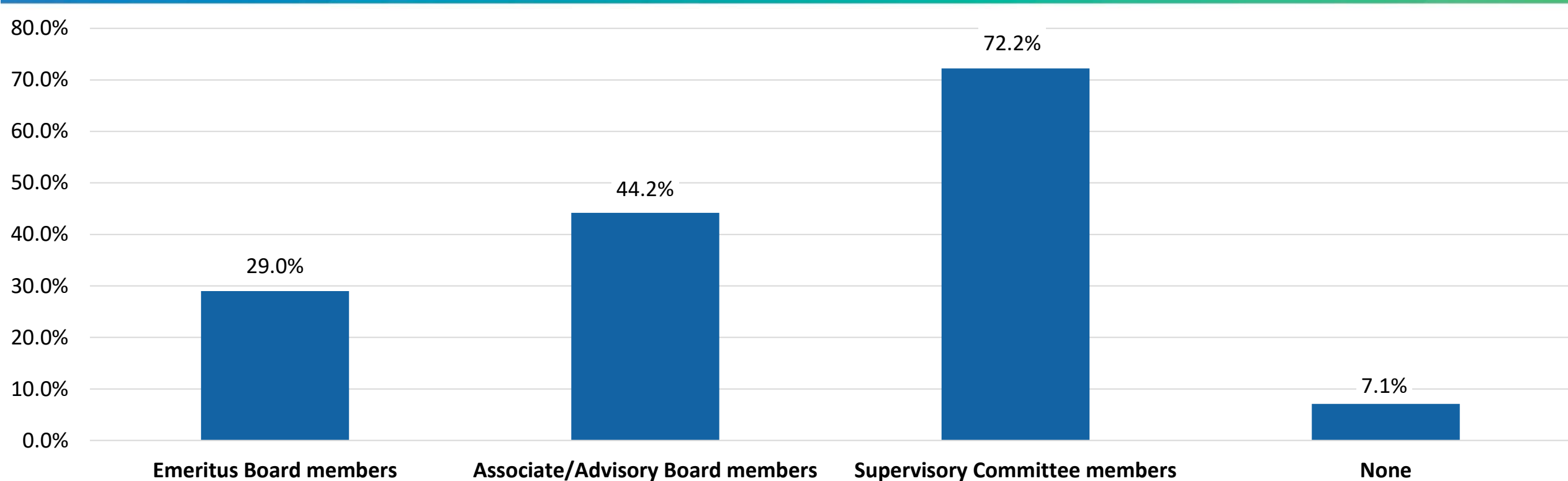




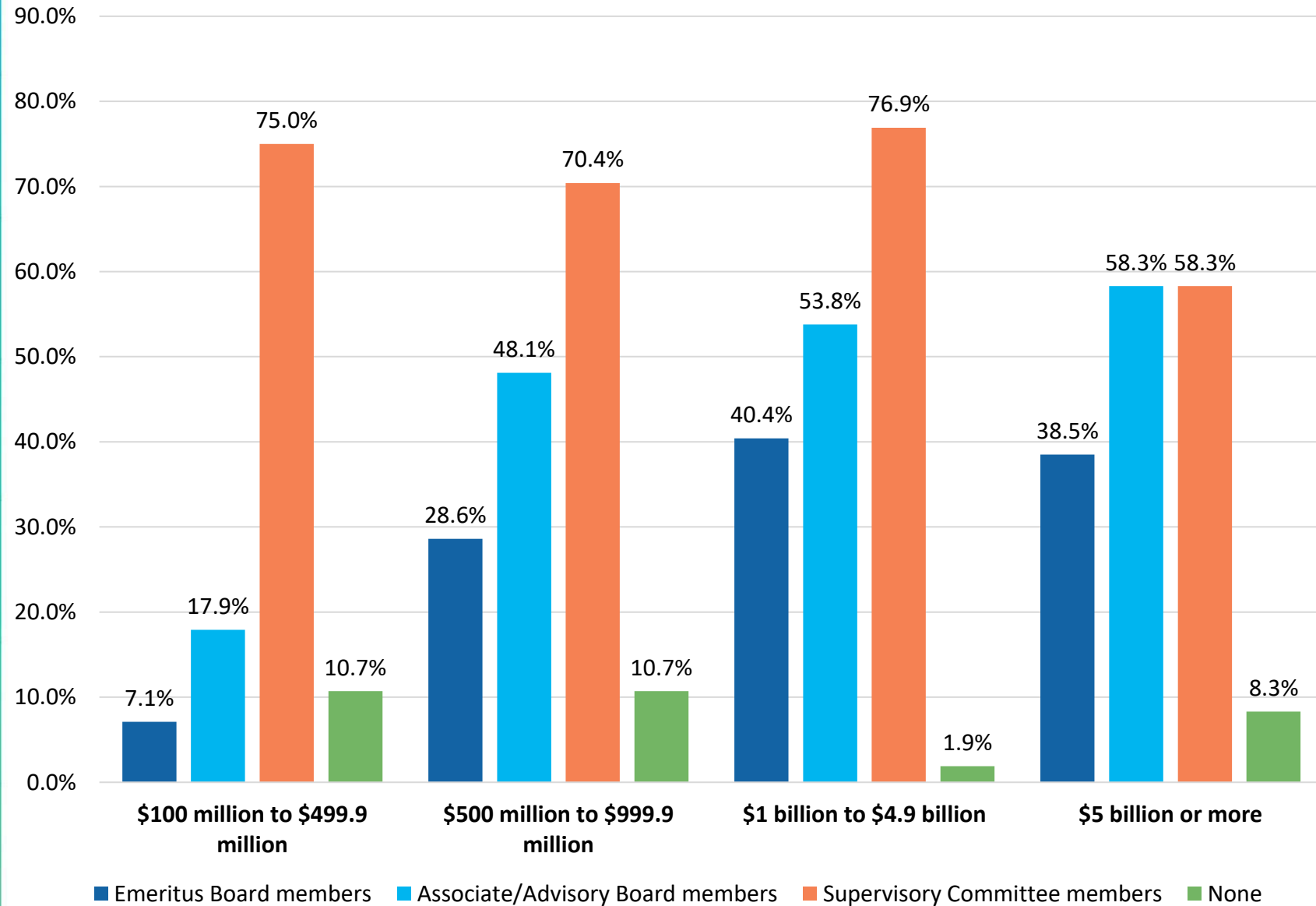


Are Board members allowed to attend conferences that are on cruise ships?

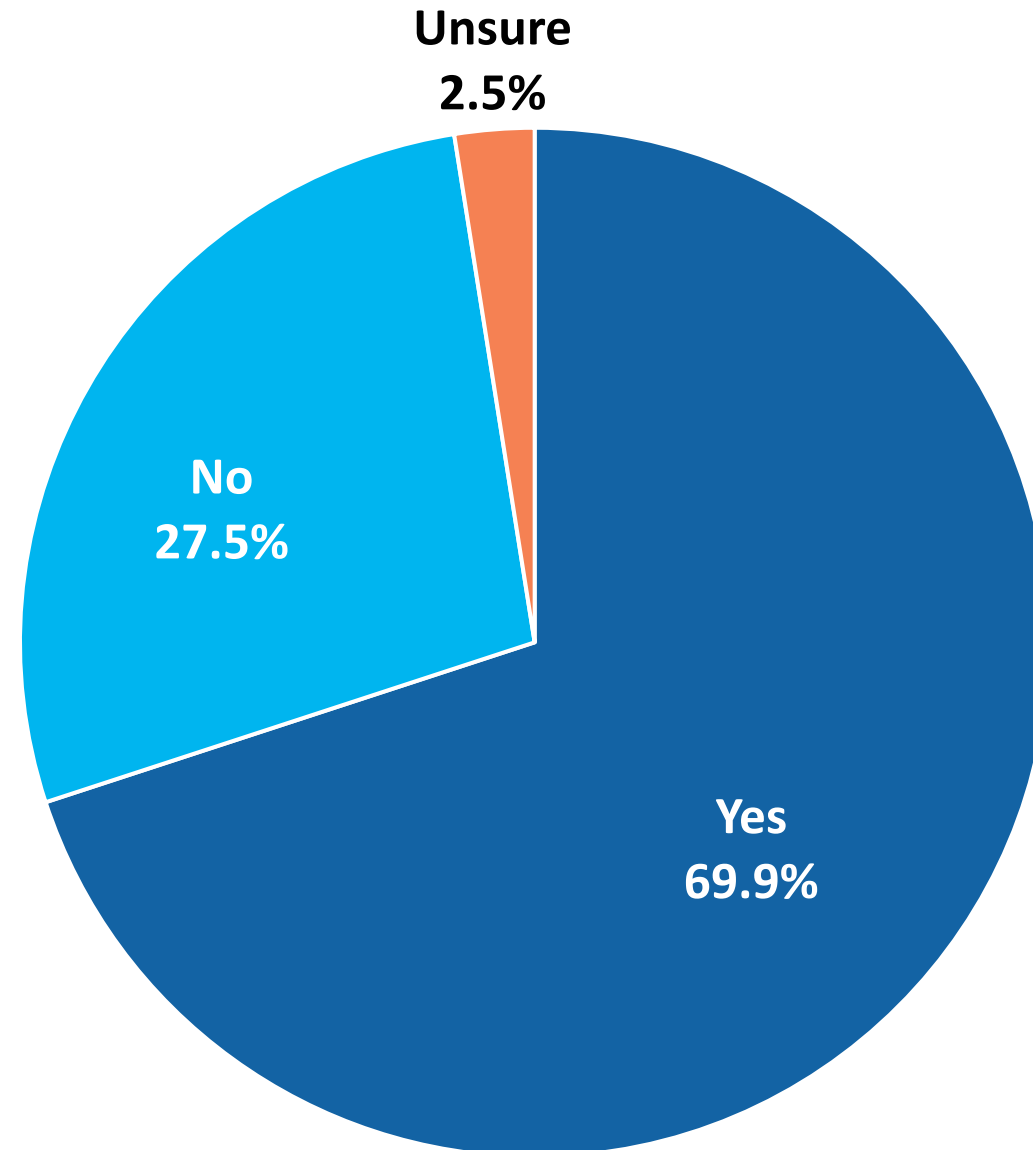
# In addition to Board members, what other governance positions may attend conferences?



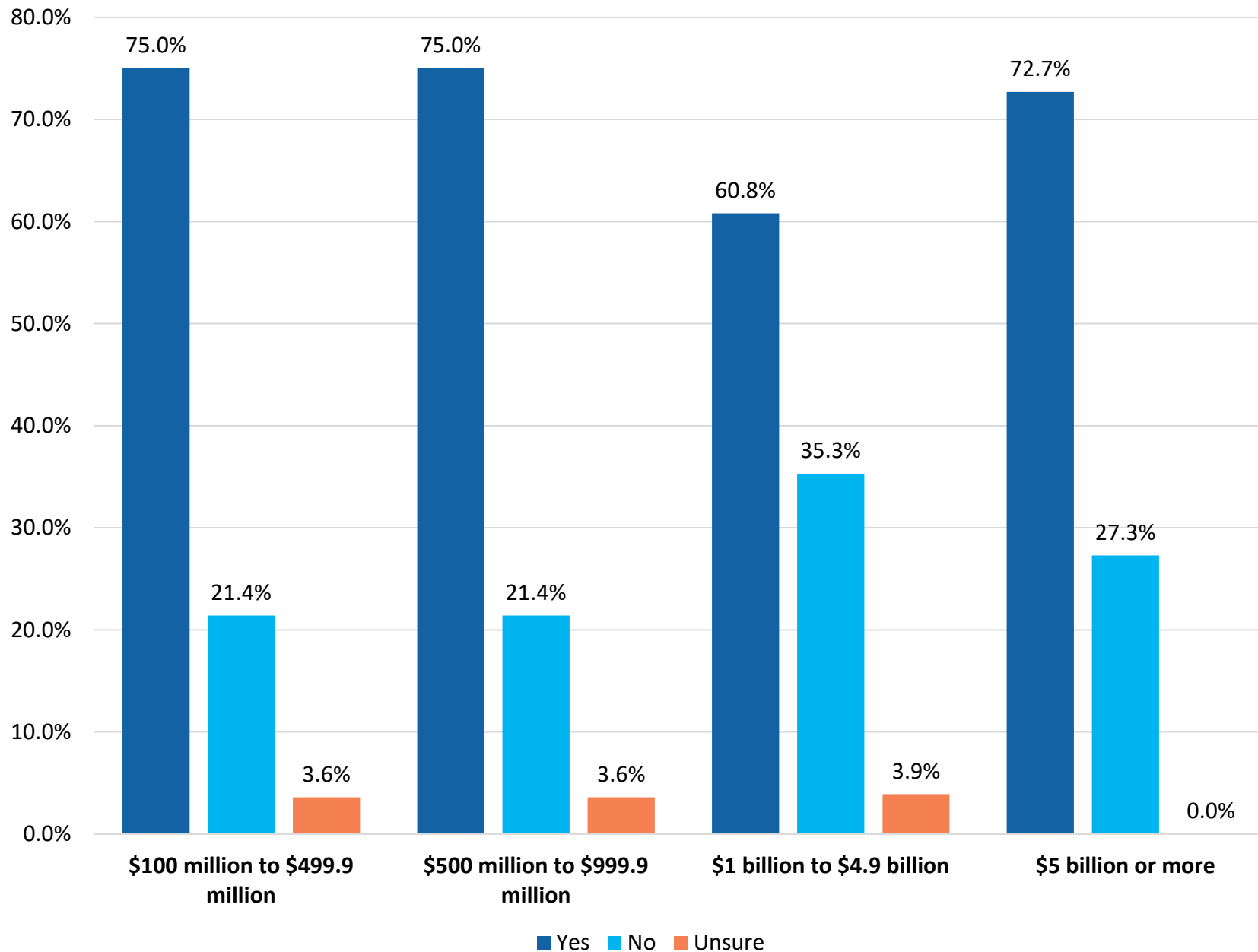
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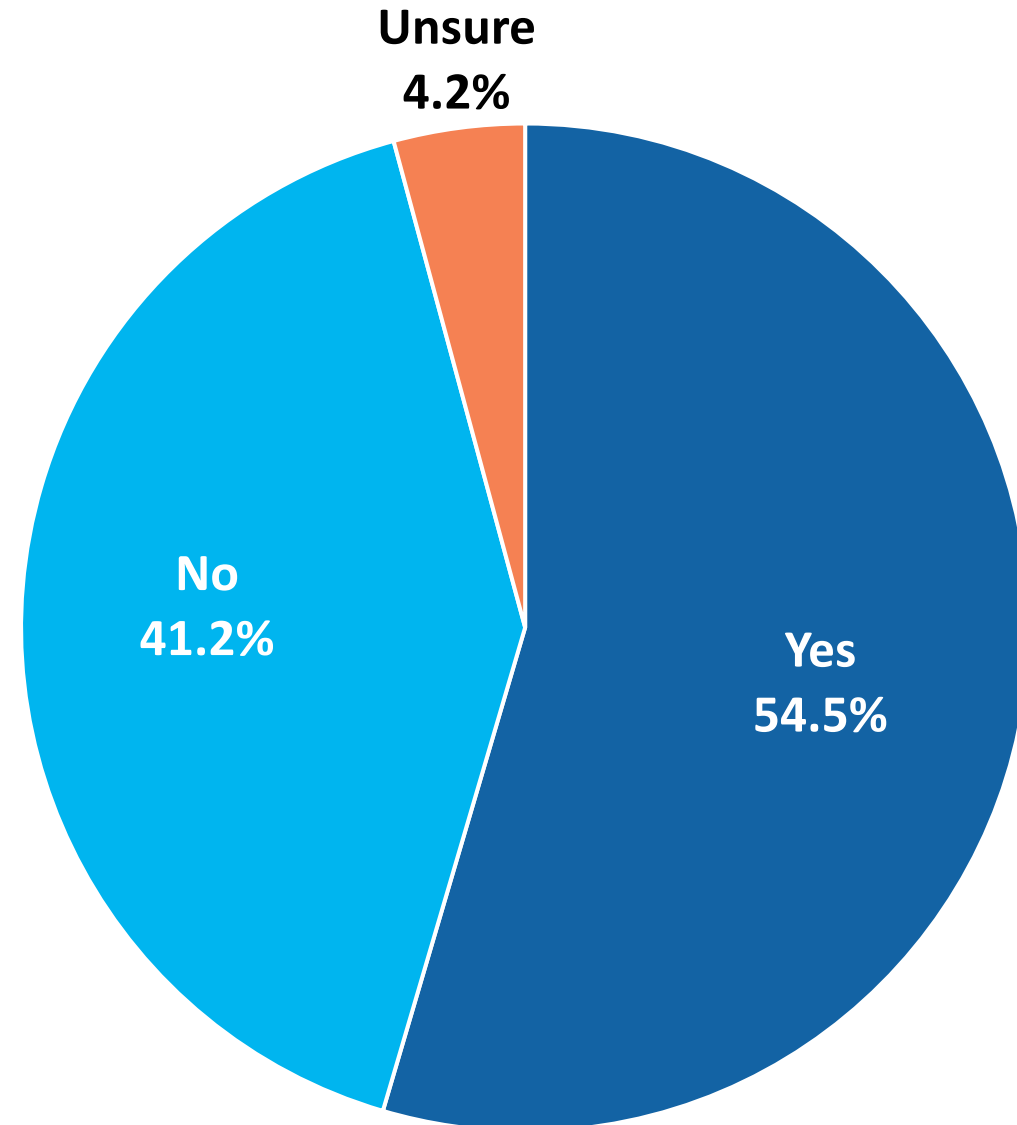
**Do Board  
members have to  
get approval  
before registering  
for a conference?**

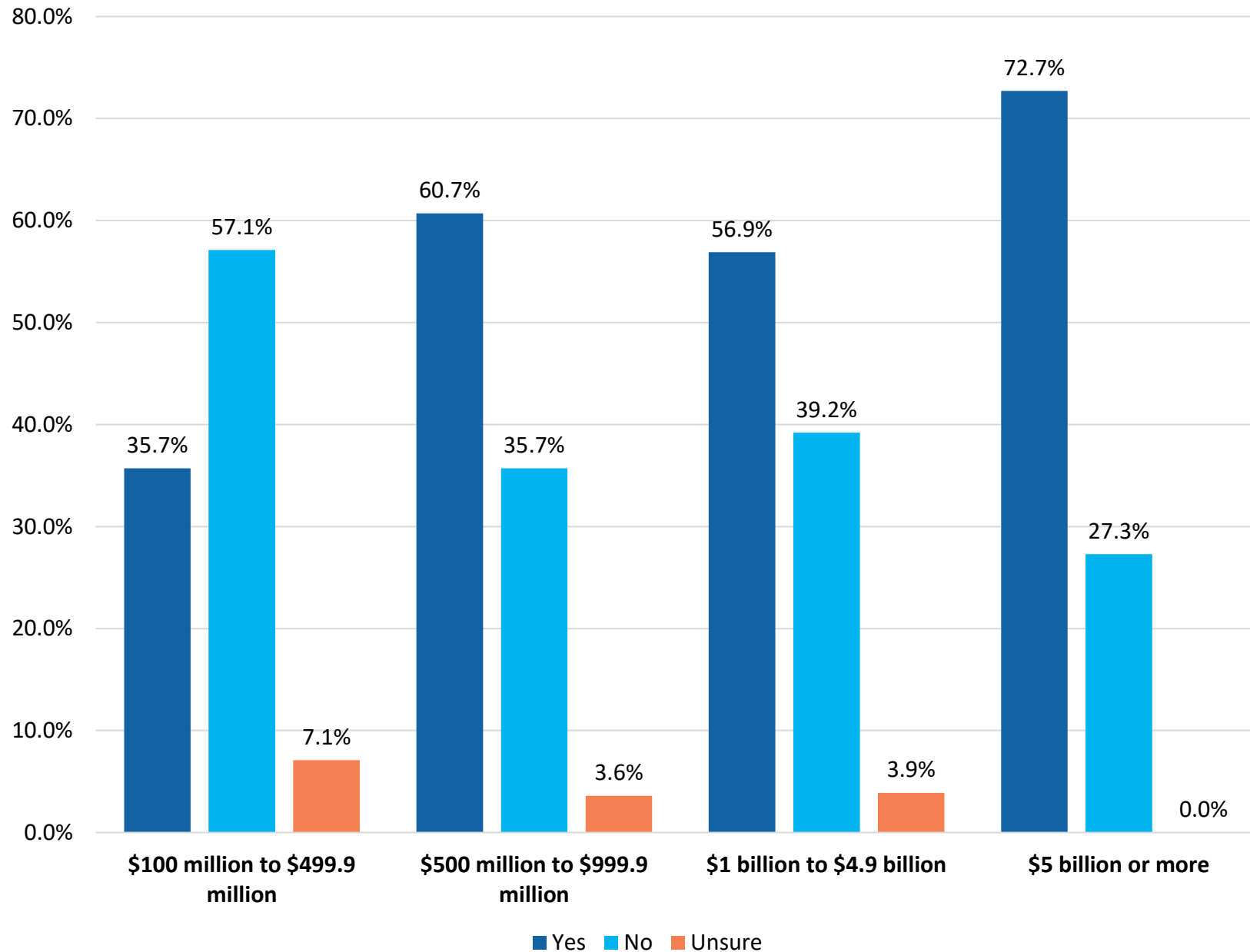


# Do Board members have to get approval before registering for a conference?



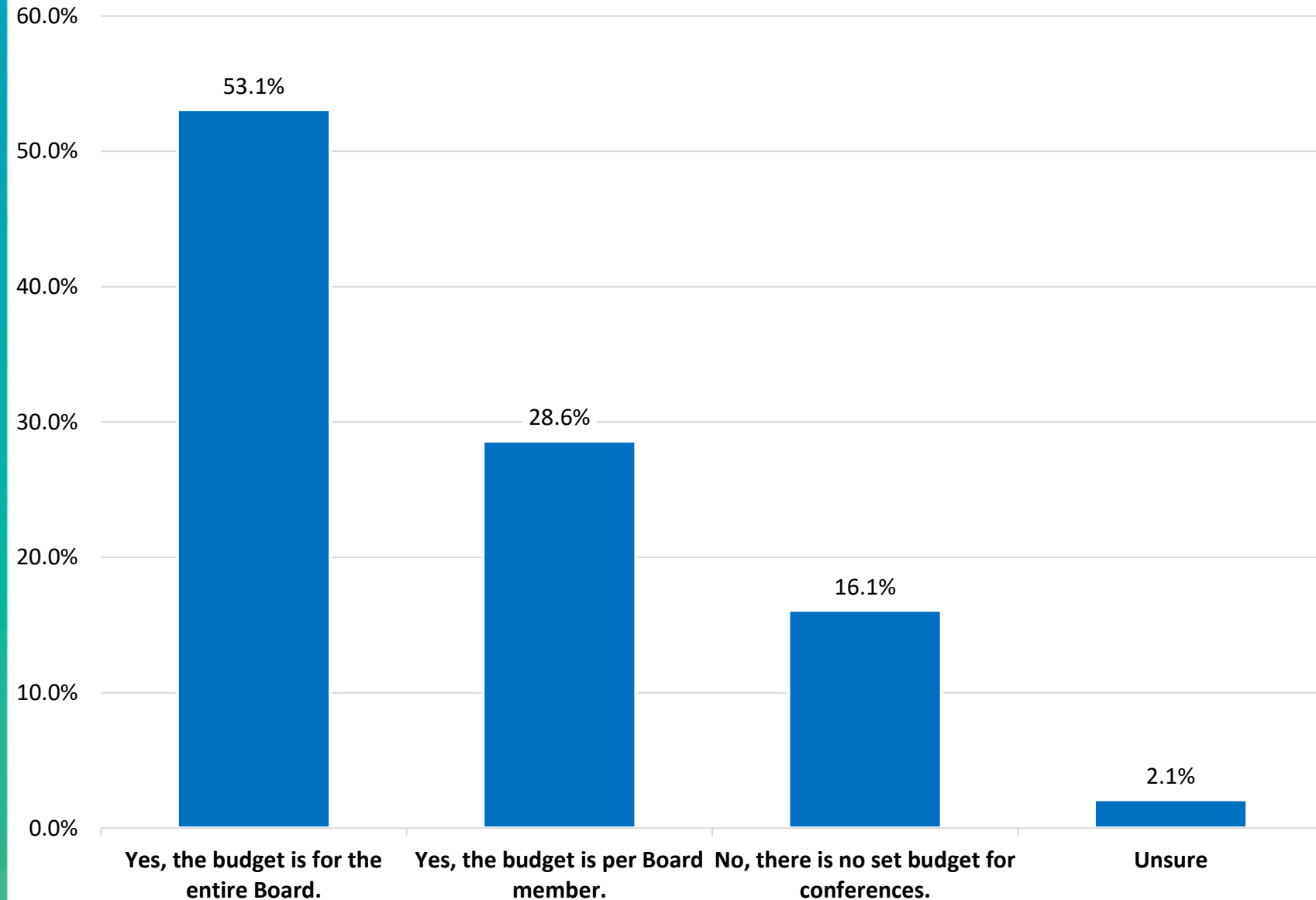
After the conference, do Board members have to provide a presentation or report to the Board on their learnings?





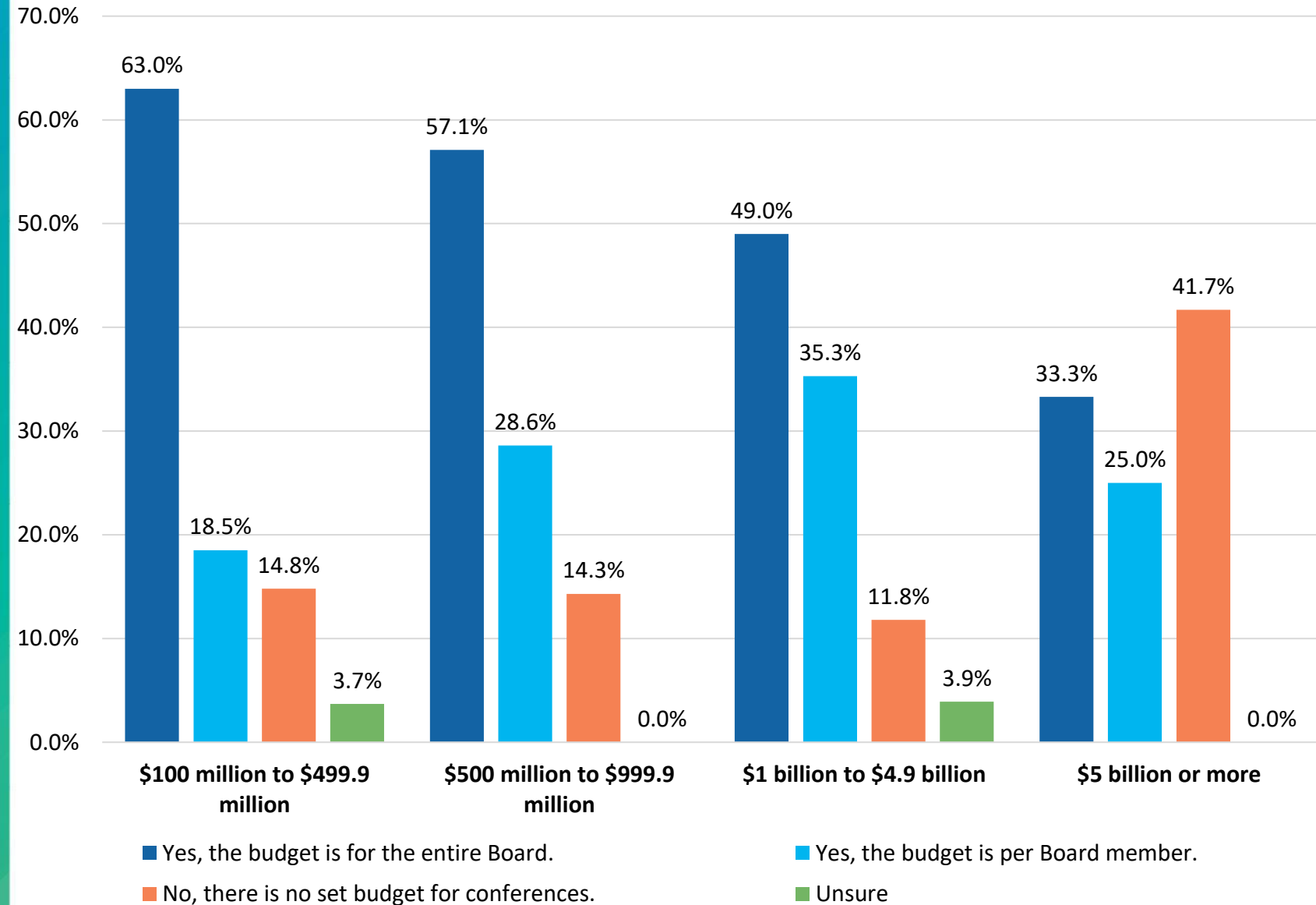
After the conference, do Board members have to provide a presentation or report to the Board on their learnings?

# Does the Board have a set dollar amount budgeted for education and conferences?





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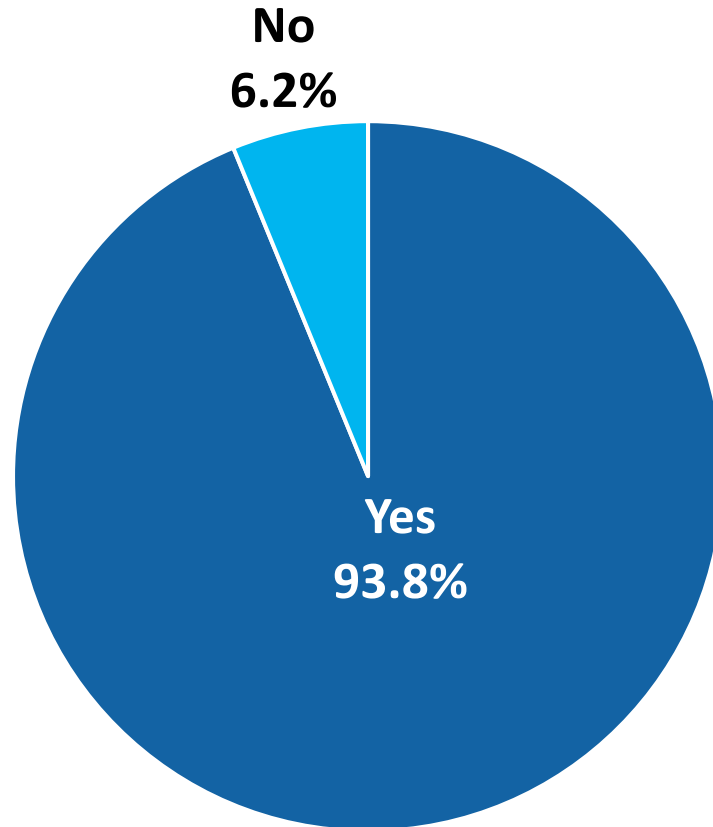
# What is the current dollar amount budgeted for conferences? The annual budget (\$) for the entire Board is...

	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	\$39,943	\$90,179	\$102,554	\$92,333

# What is the current dollar amount budgeted for conferences? The annual budget (\$) per Board member is...

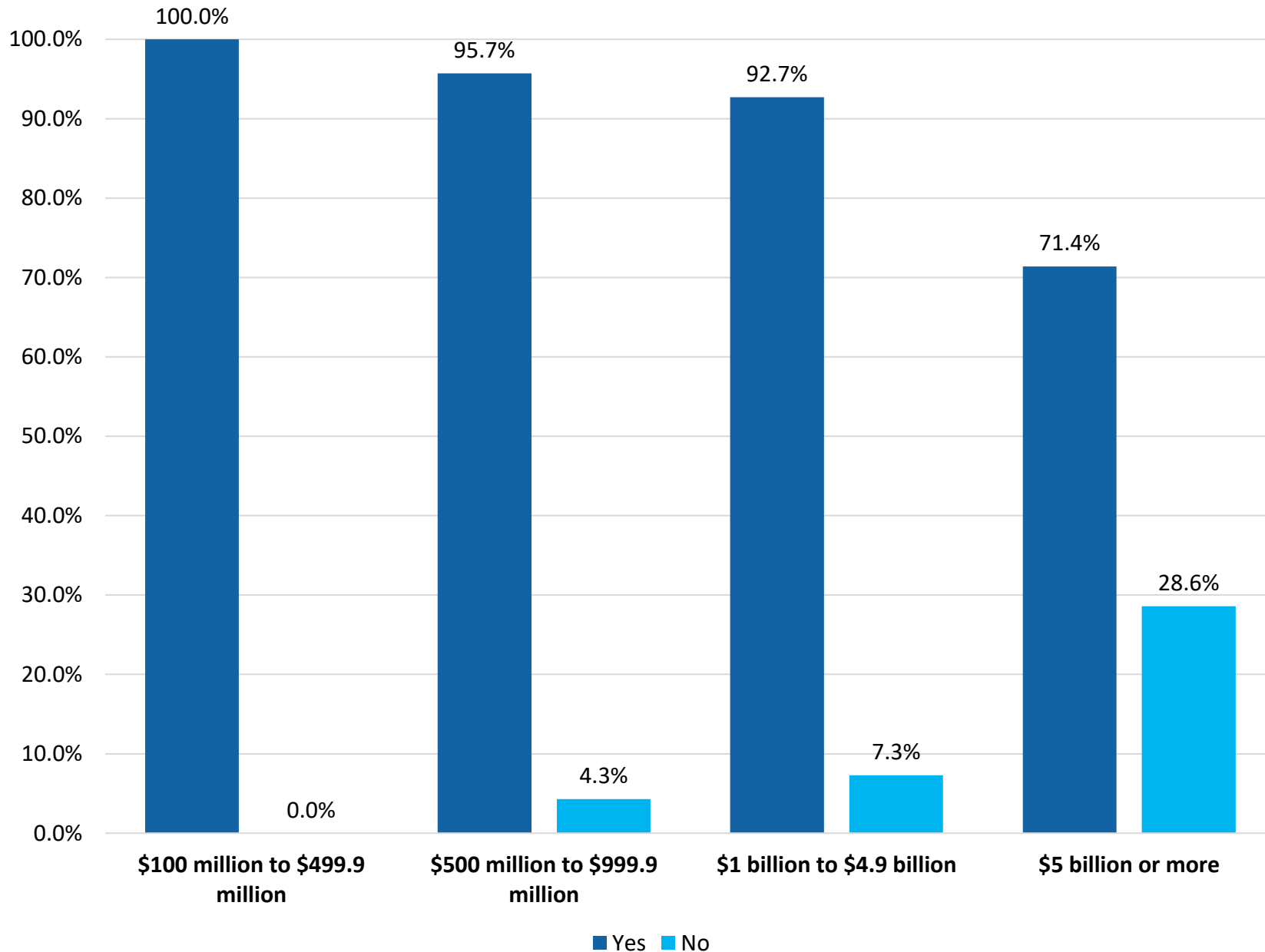
	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	\$6,500	\$12,189	\$11,788	\$11,313

### Is the education budget set on an annual basis?

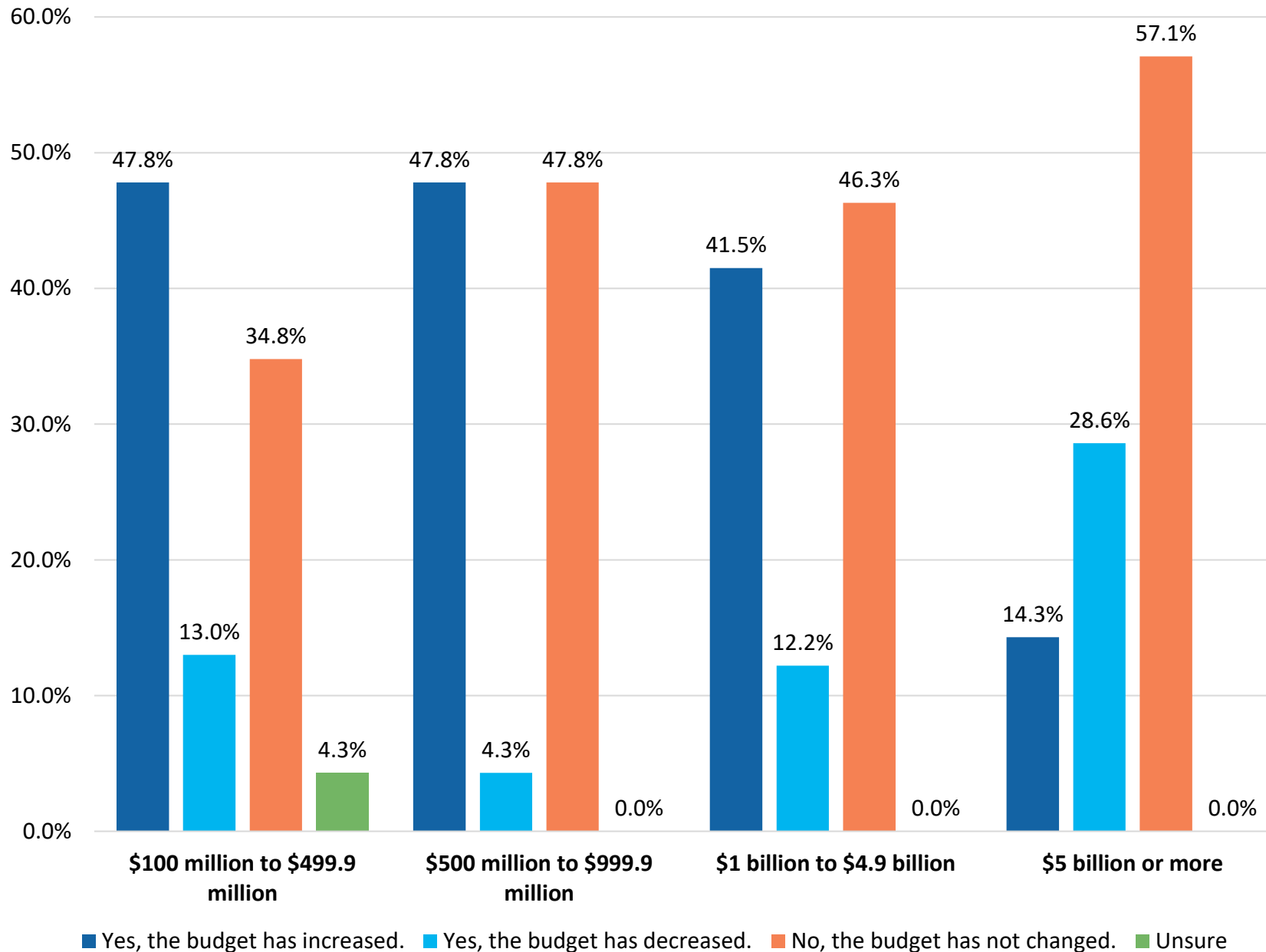


### Has the education budget changed over the past year?

	%
No, the budget has not changed.	44.4%
Yes, the budget has increased.	42.8%
Yes, the budget has decreased.	11.8%
Unsure	1.1%

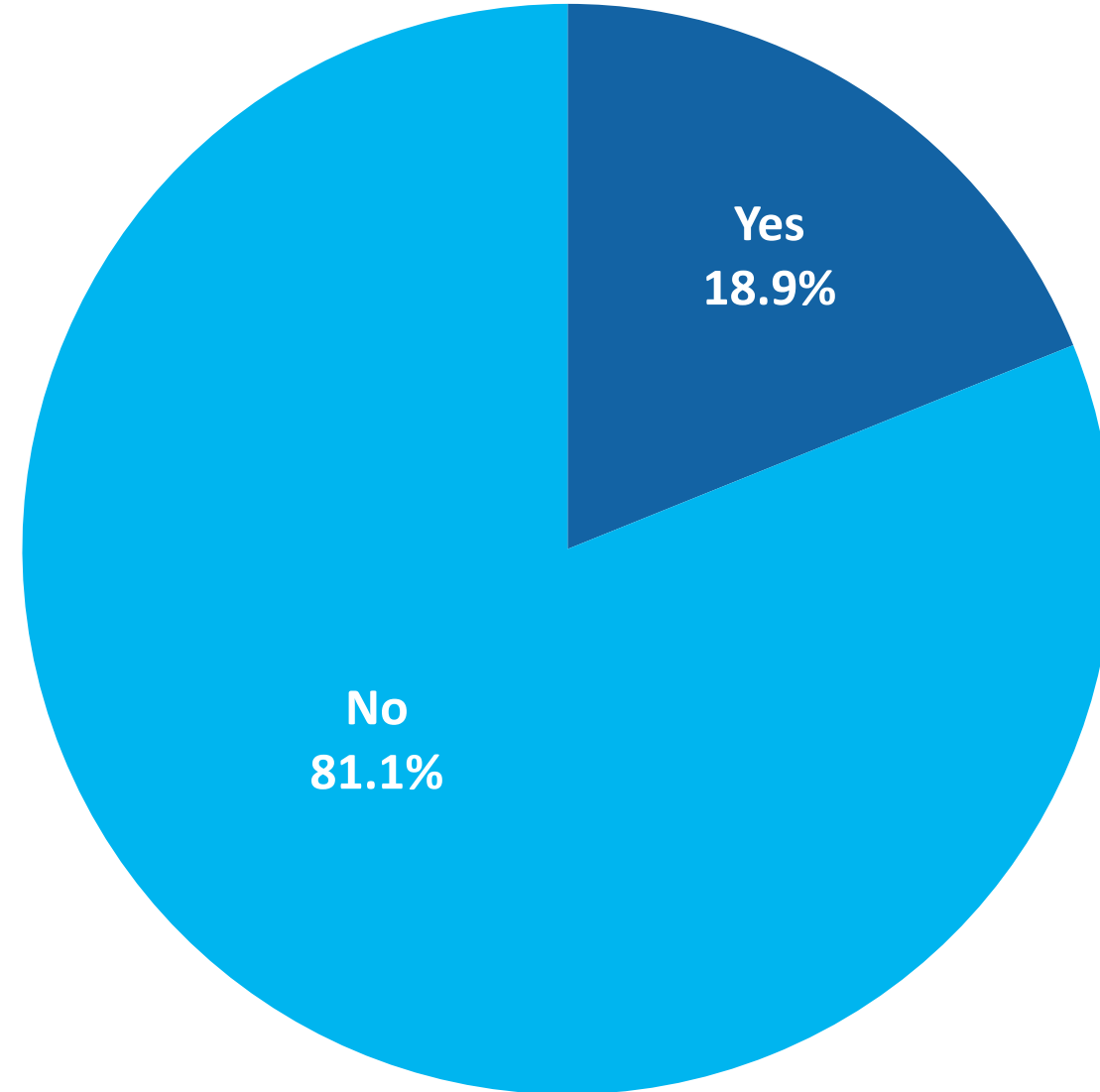


Is the education budget set on an annual basis?

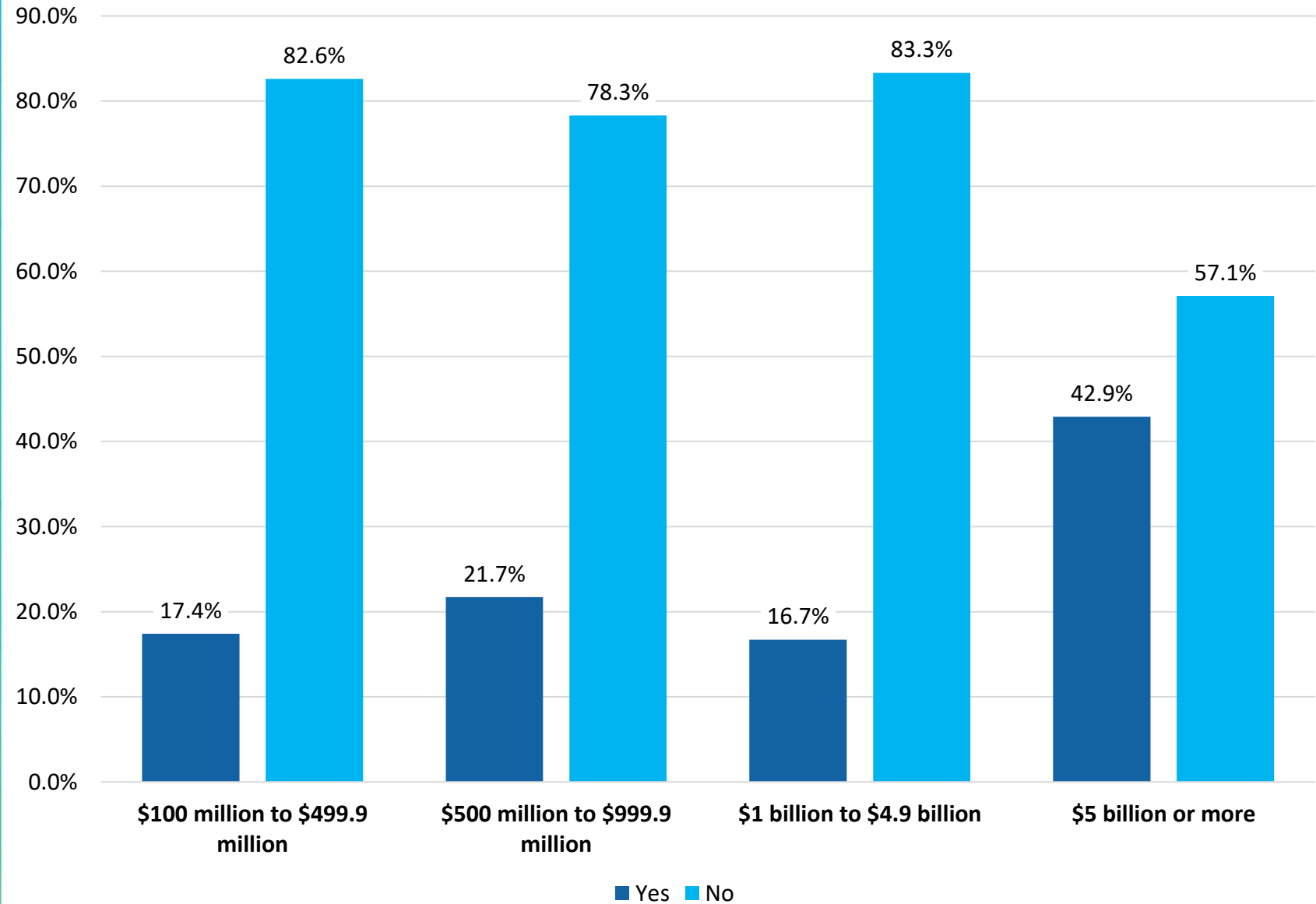


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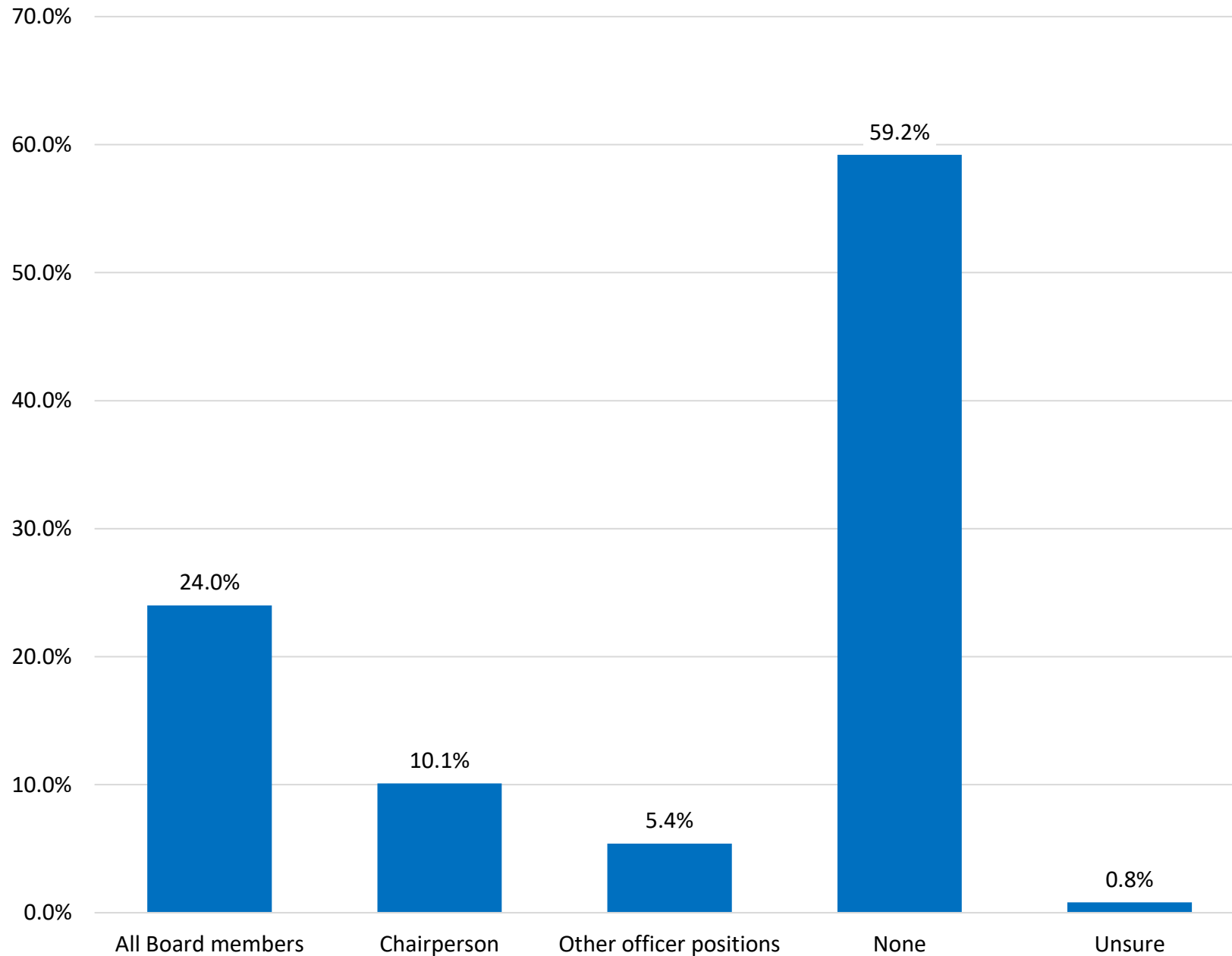
Does the conference  
budget vary by  
position?



# Does the conference budget vary by position?

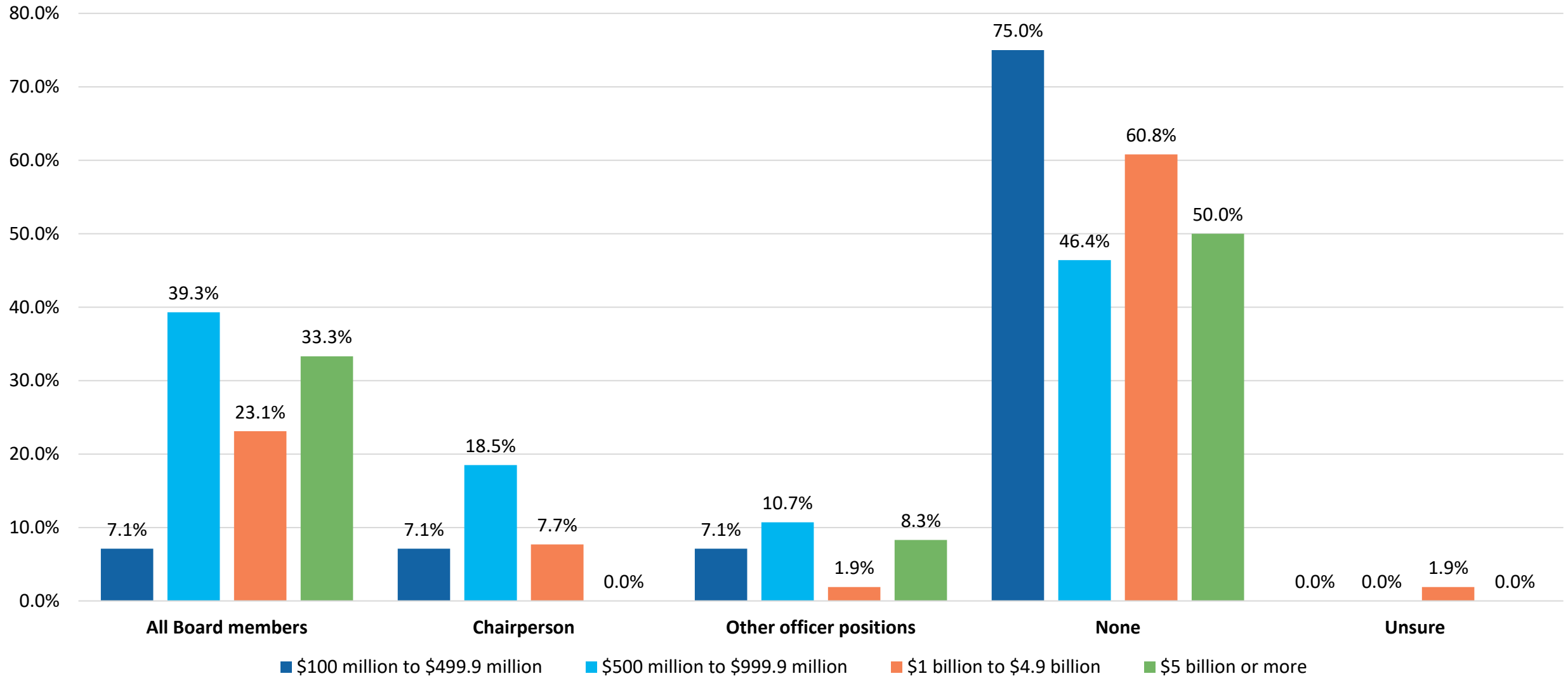


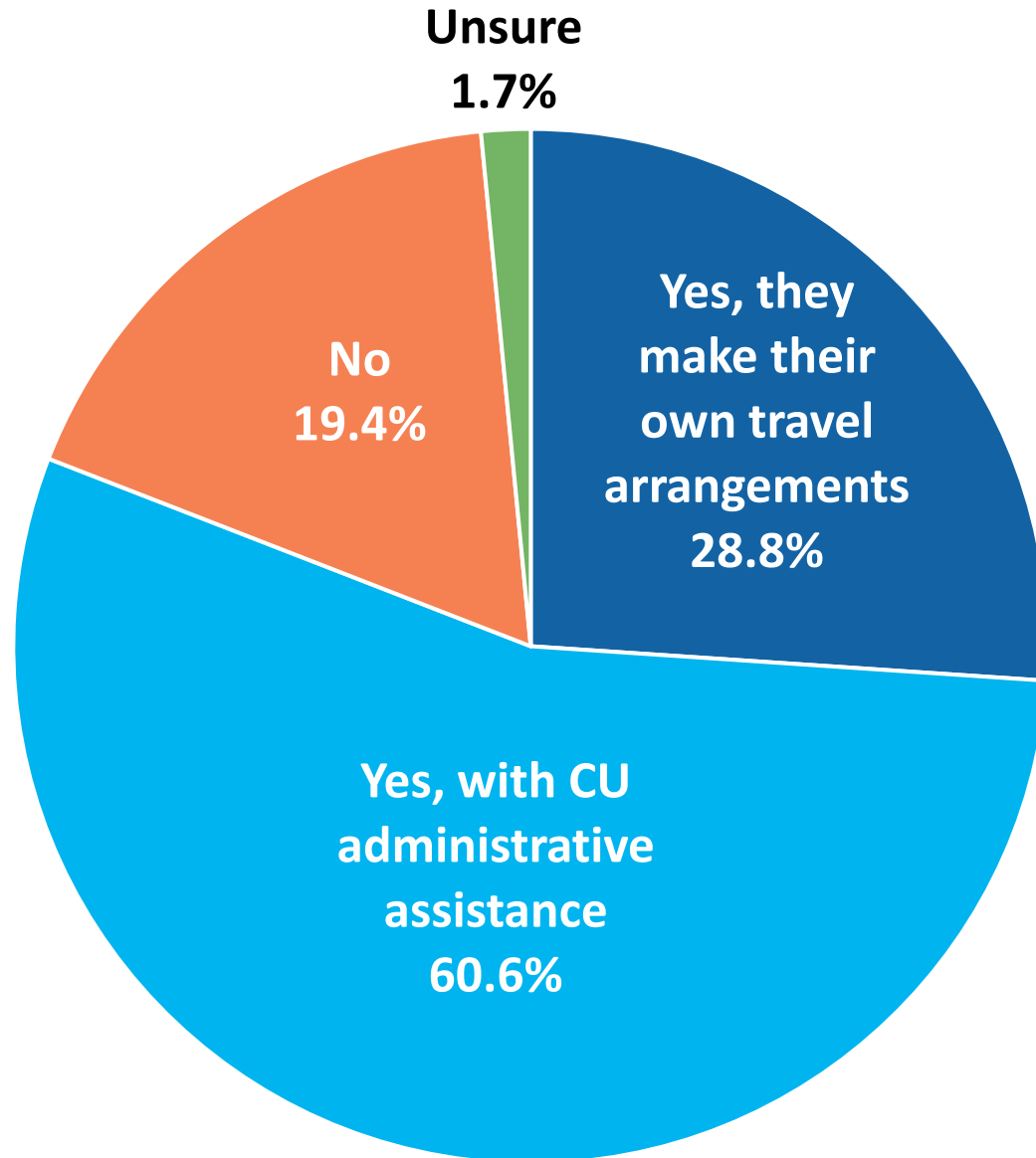




**Which Board members are issued a corporate credit card?**

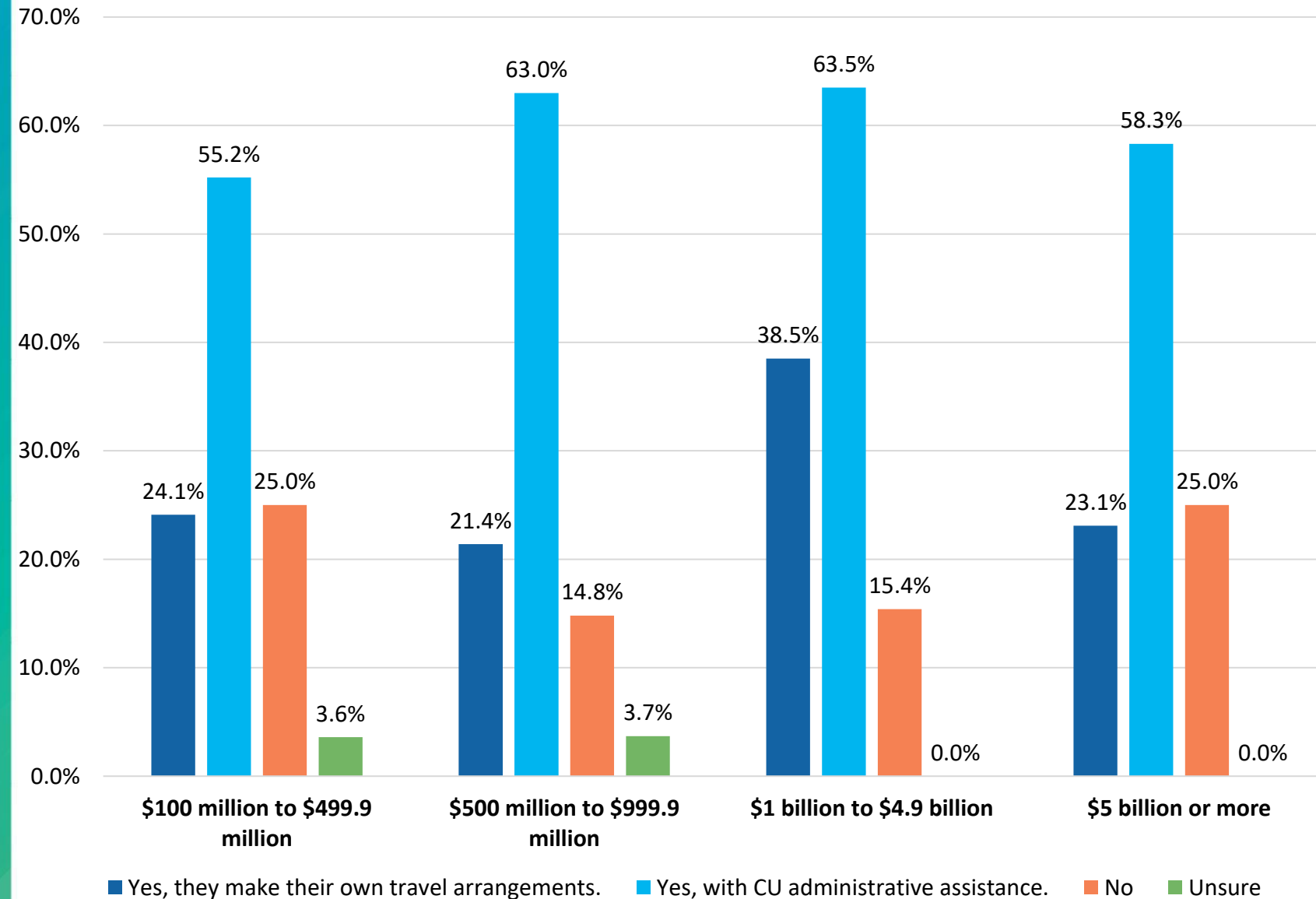
### Which Board members are issued a corporate credit card?



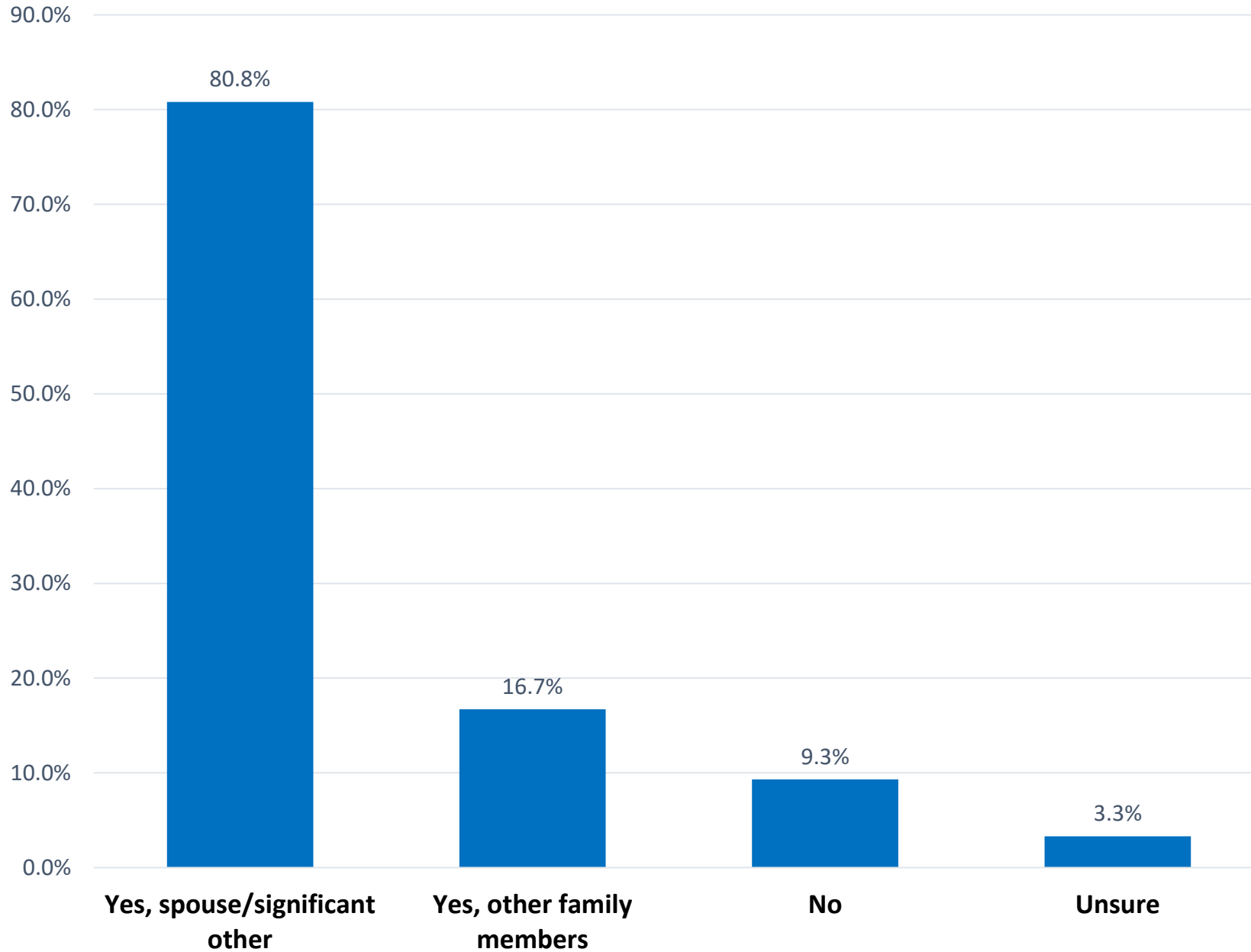


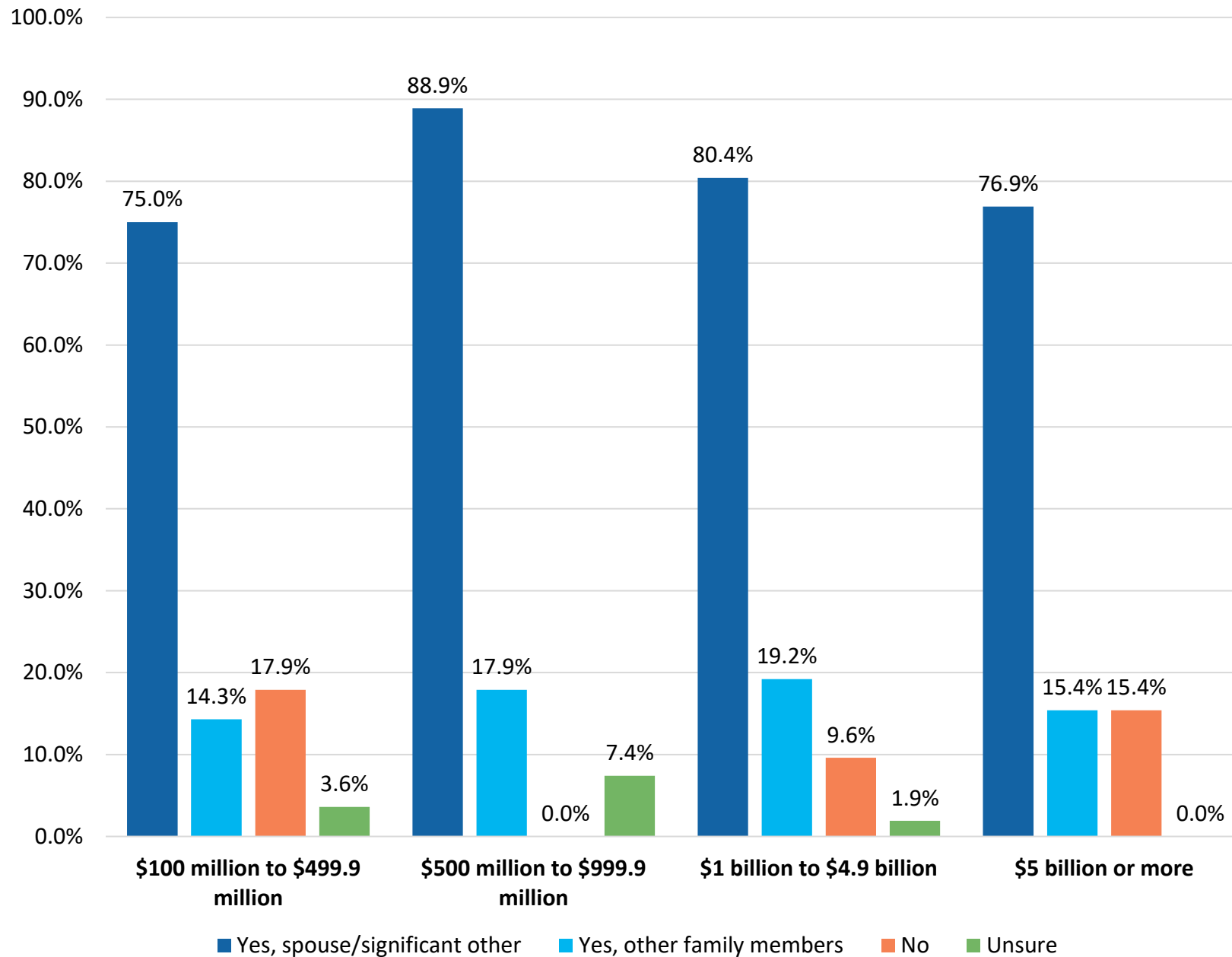
**Do Board members  
make their own  
travel  
arrangements?**

# Do Board members make their own travel arrangements?



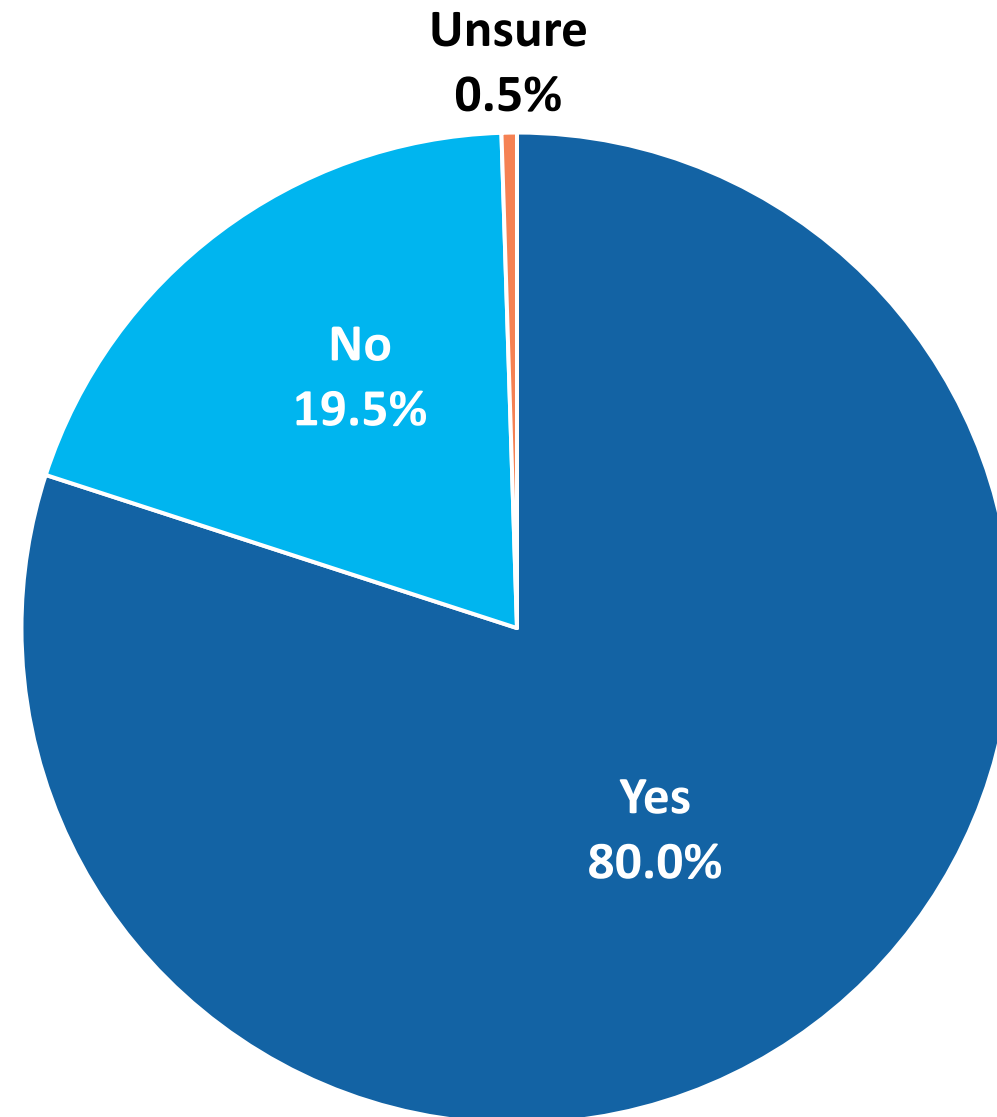
**Are spouses /significant others or other family members invited to travel with Board members to conferences?**



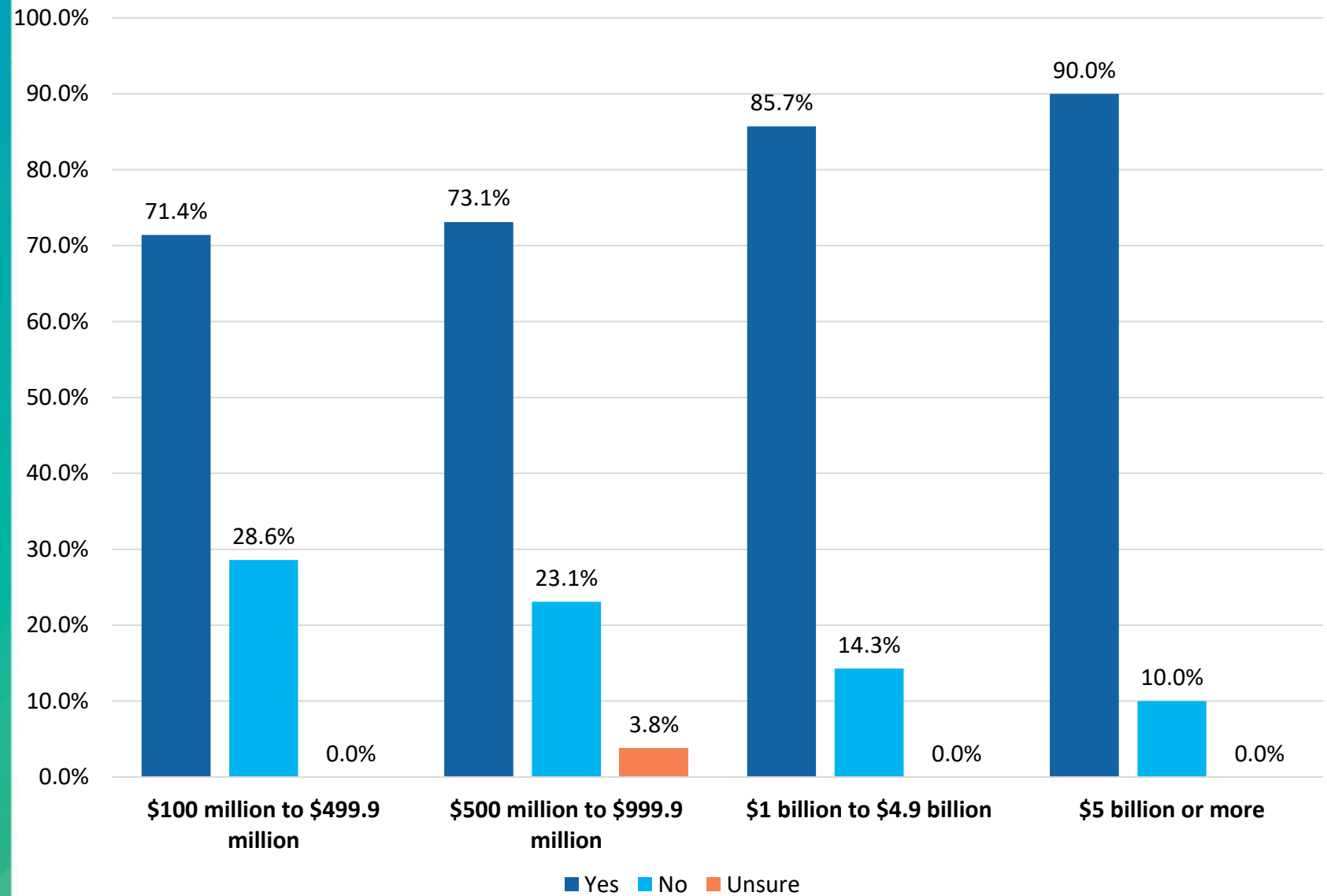


Are spouses /significant others or other family members invited to travel with Board members to conferences?

Is there a travel policy regarding spouses/significant others or other family members traveling with Board members to conferences?

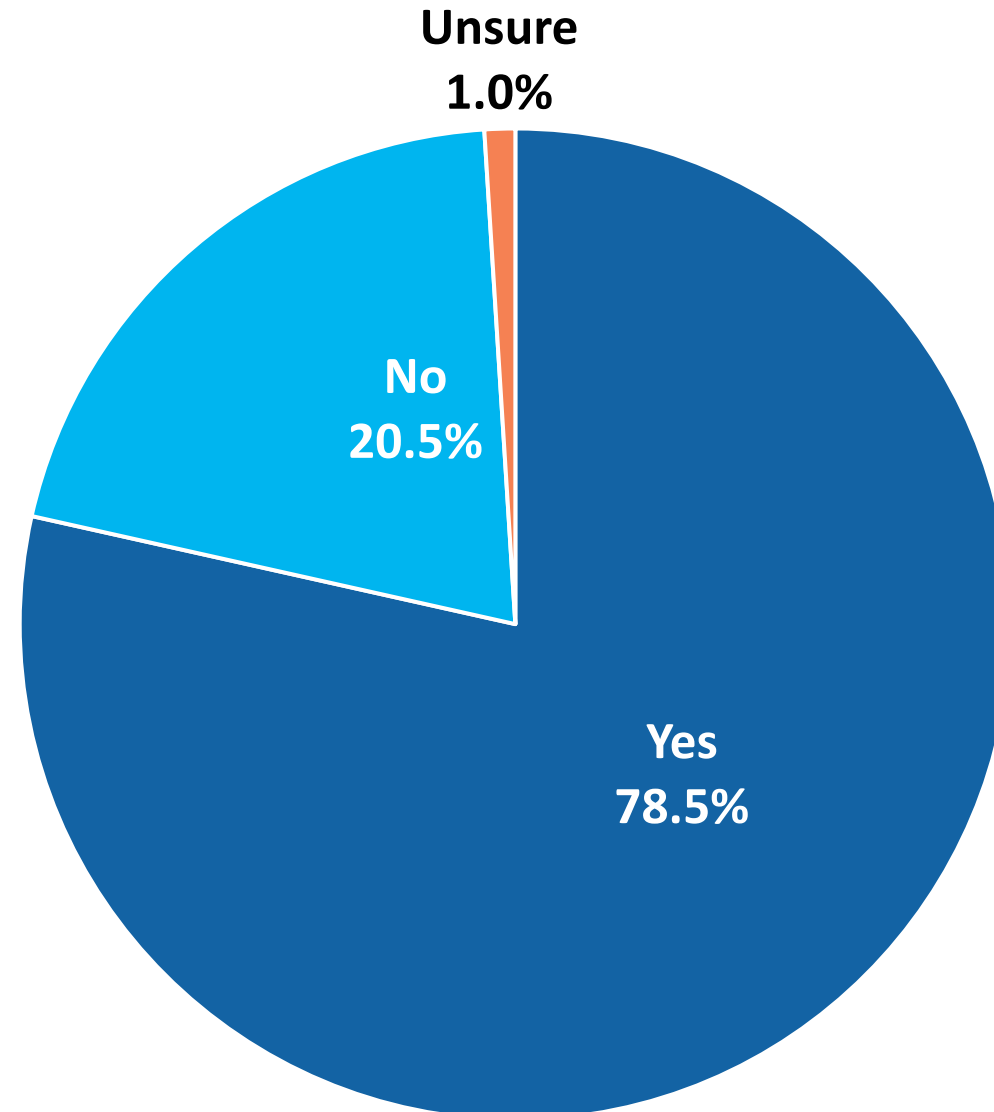


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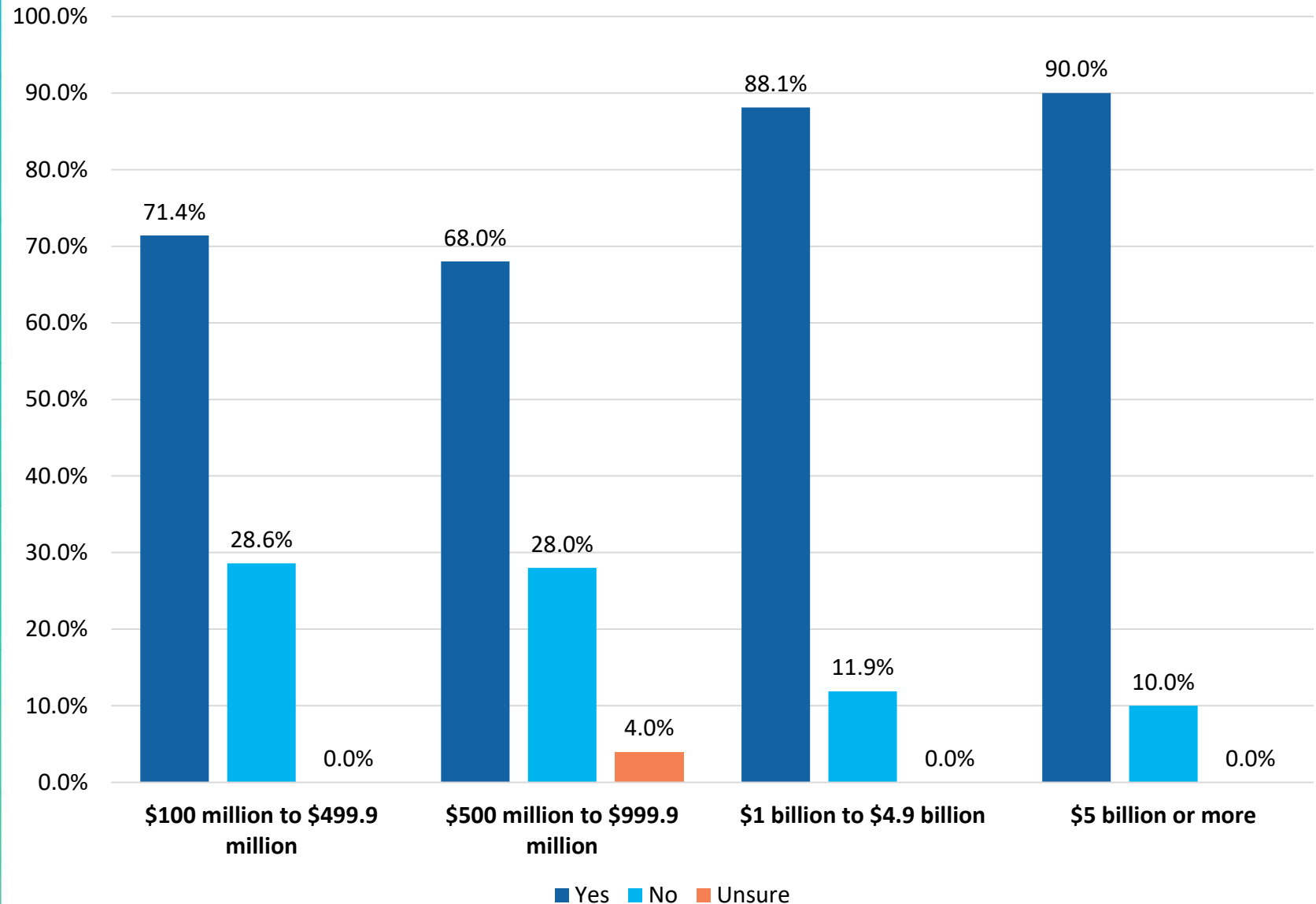




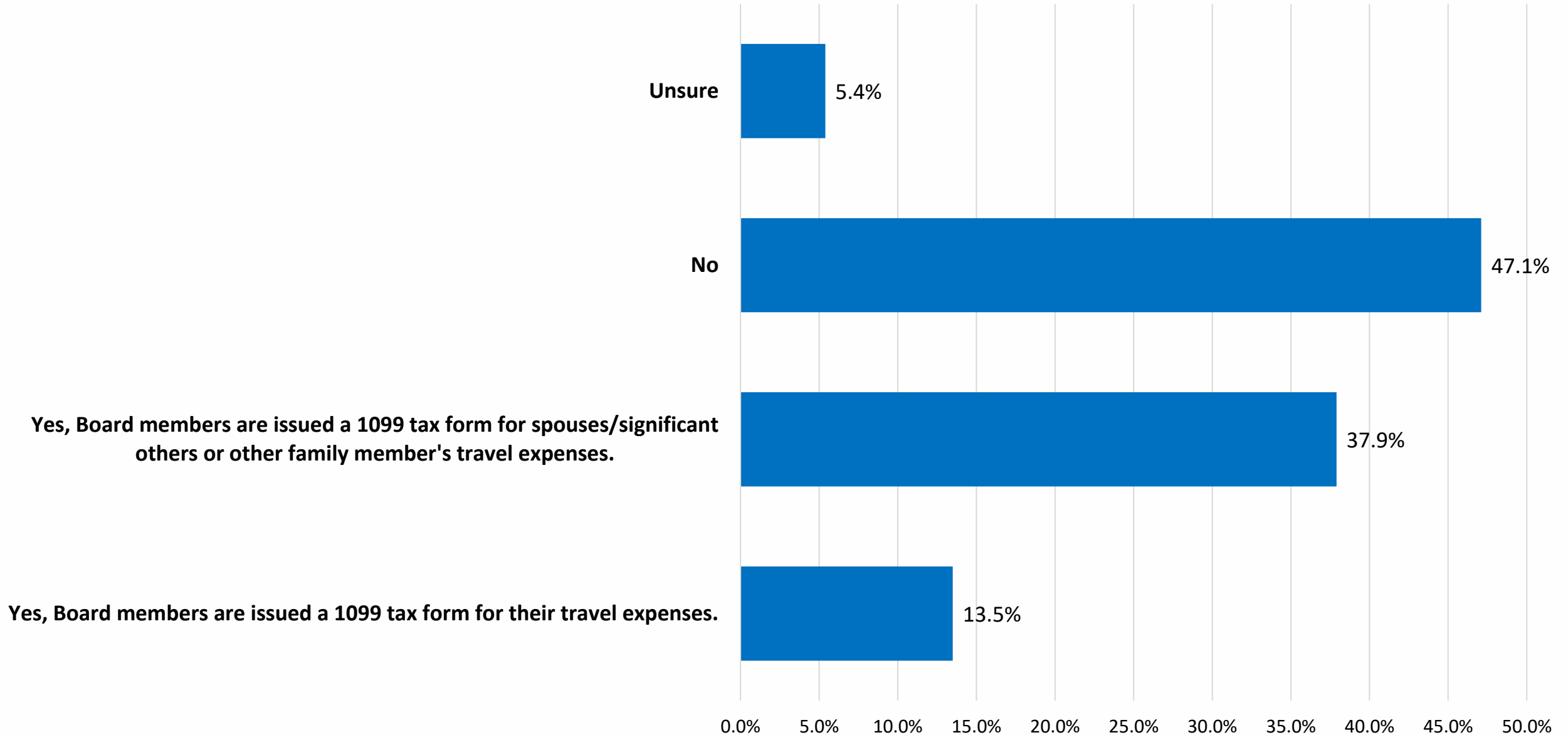
Does the credit union  
pay for  
spouses/significant  
others or other family  
members to travel  
with Board members  
to conferences?

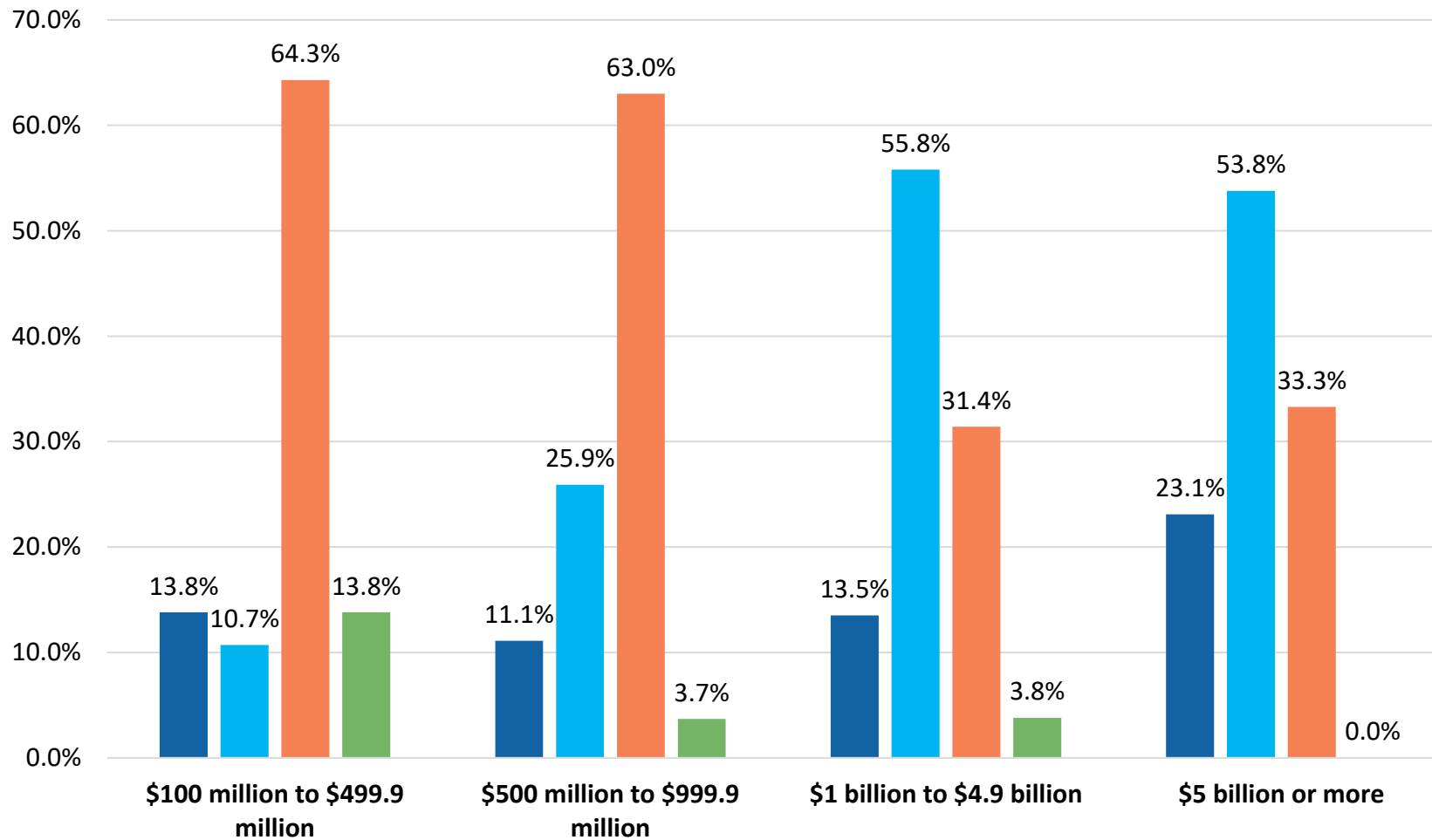


Does the credit union pay for spouses/significant others or other family members to travel with Board members to conferences?



# Are Board members issued a 1099 tax form in relation to their conference attendance?

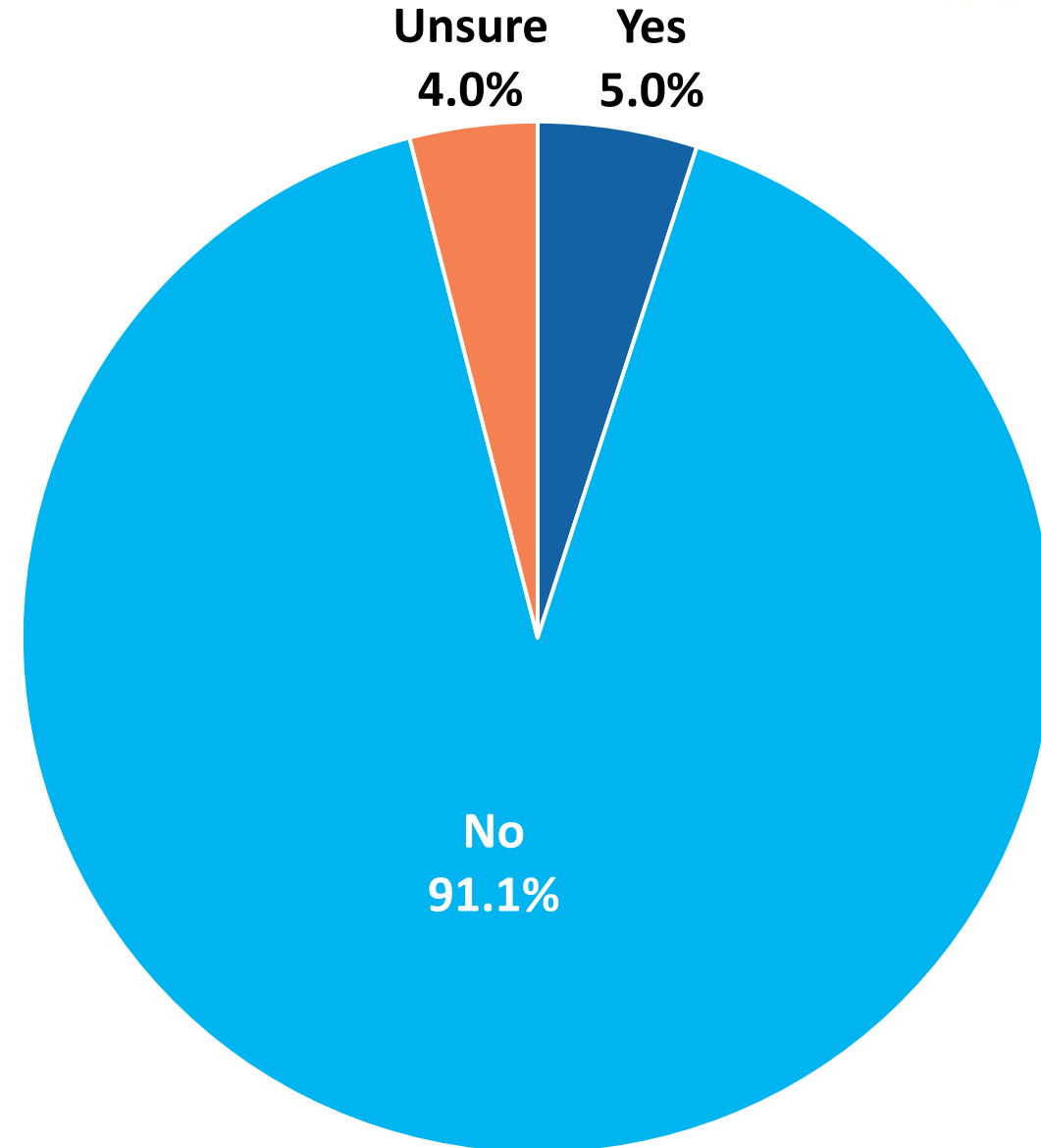




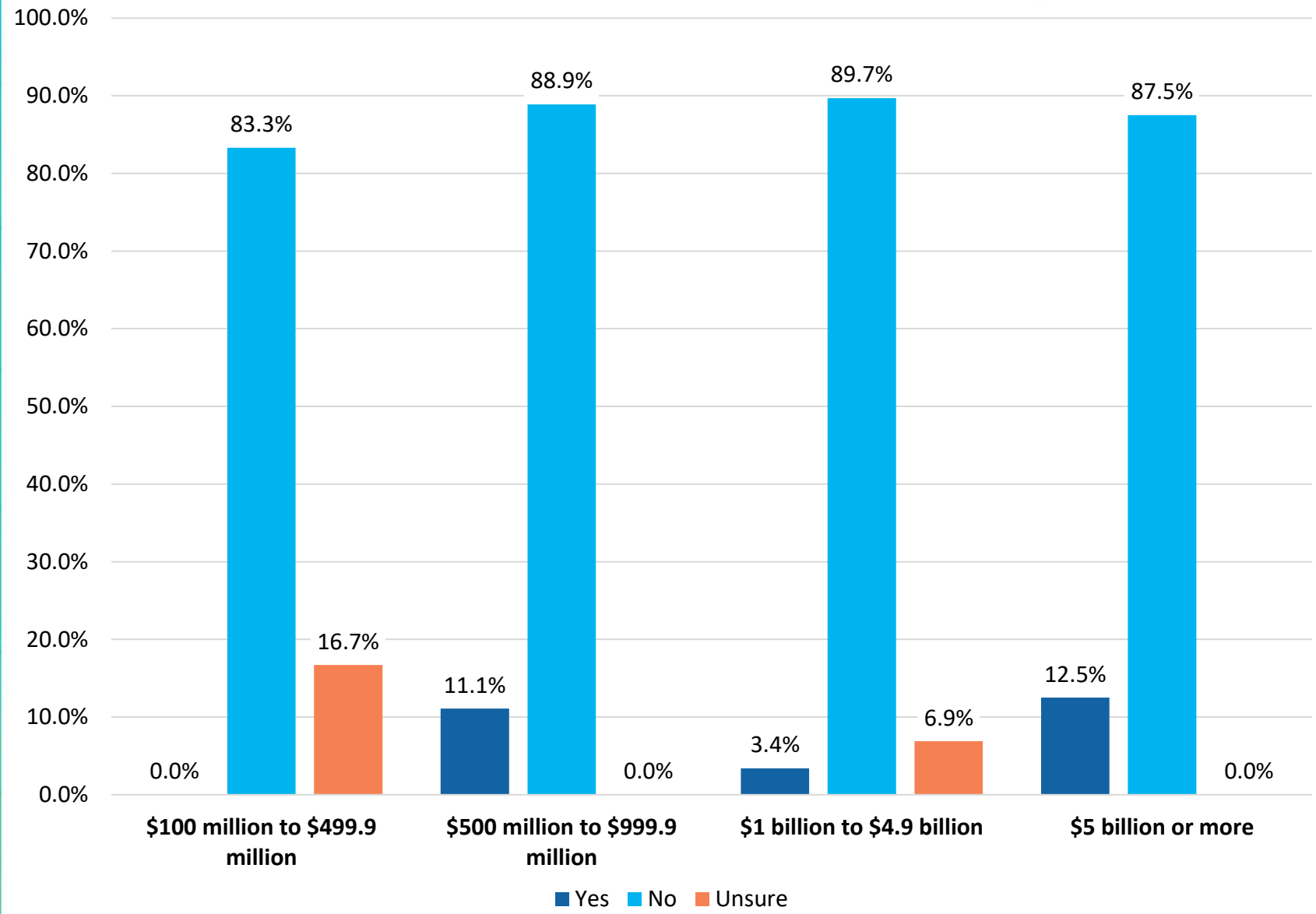
- Yes, Board members are issued a 1099 tax form for their travel expenses.
- Yes, Board members are issued a 1099 tax form for spouses/significant others or other family member's travel expenses.
- No
- Unsure

Are Board members issued a 1099 tax form in relation to their conference attendance?

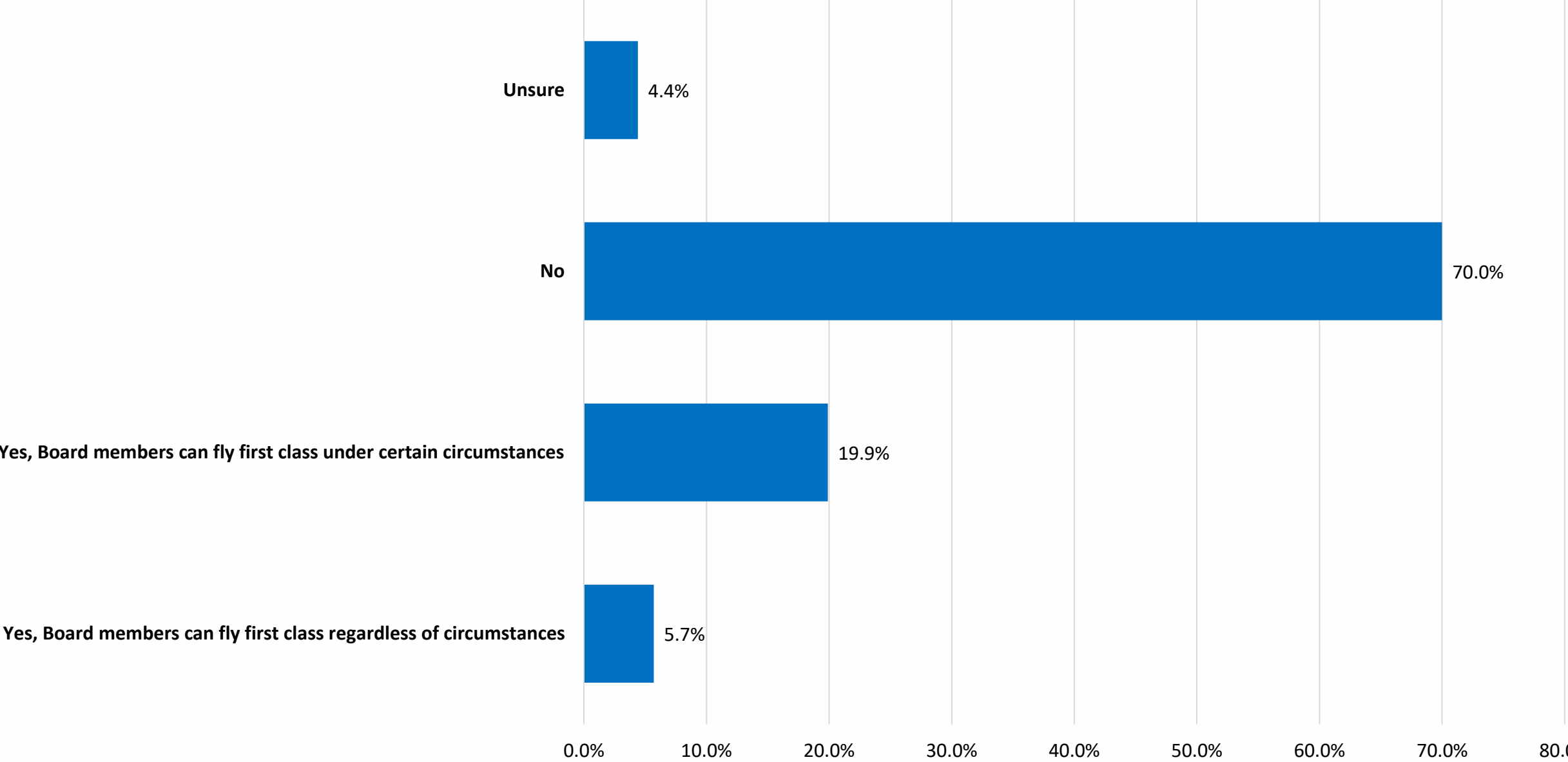
Does the credit union provide the Board members with additional reimbursement to cover the taxes on their 1099 tax form?



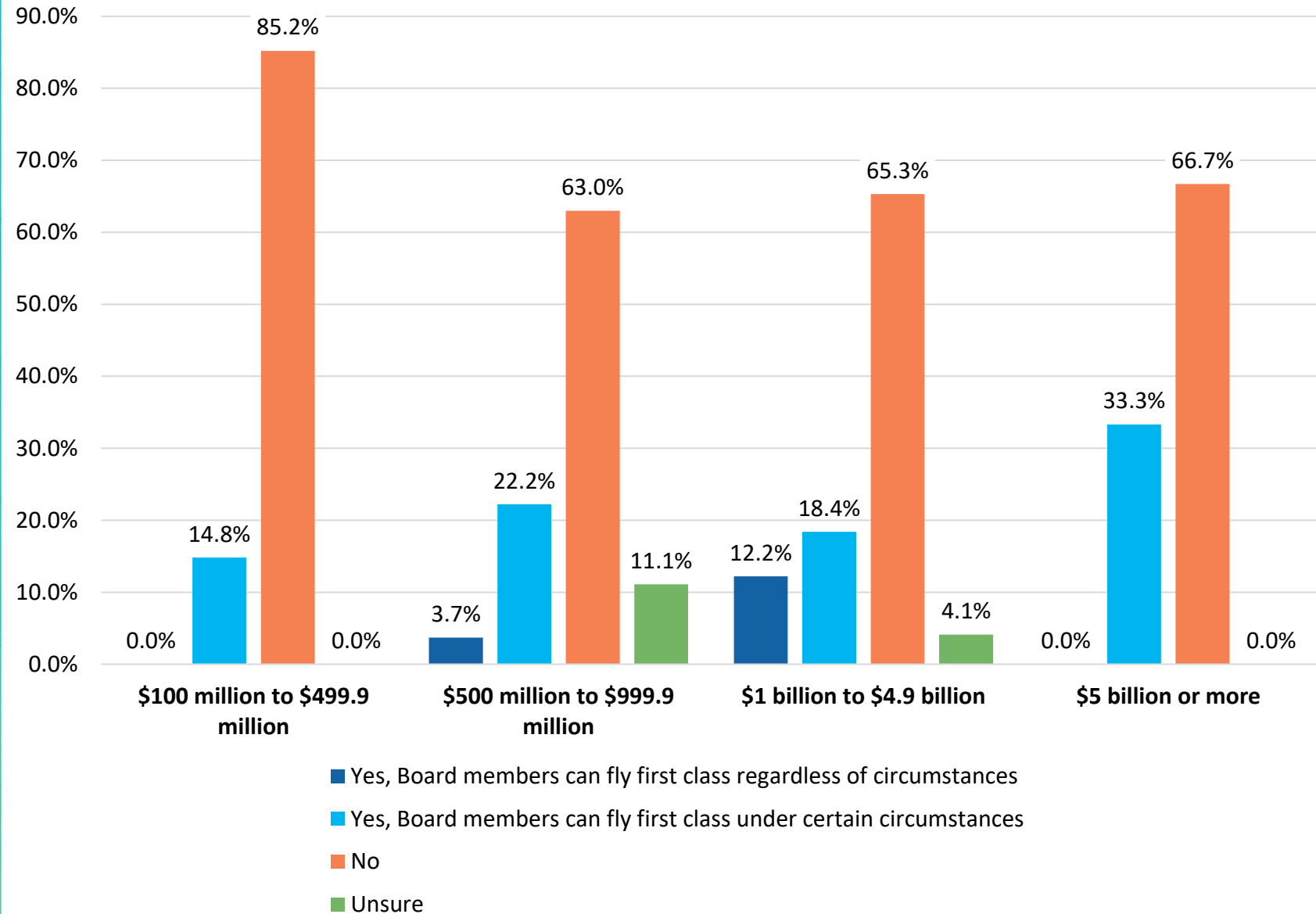
Does the credit union provide the Board members with additional reimbursement to cover the taxes on their 1099 tax form?



# Are Board members allowed to fly first class in certain circumstances?



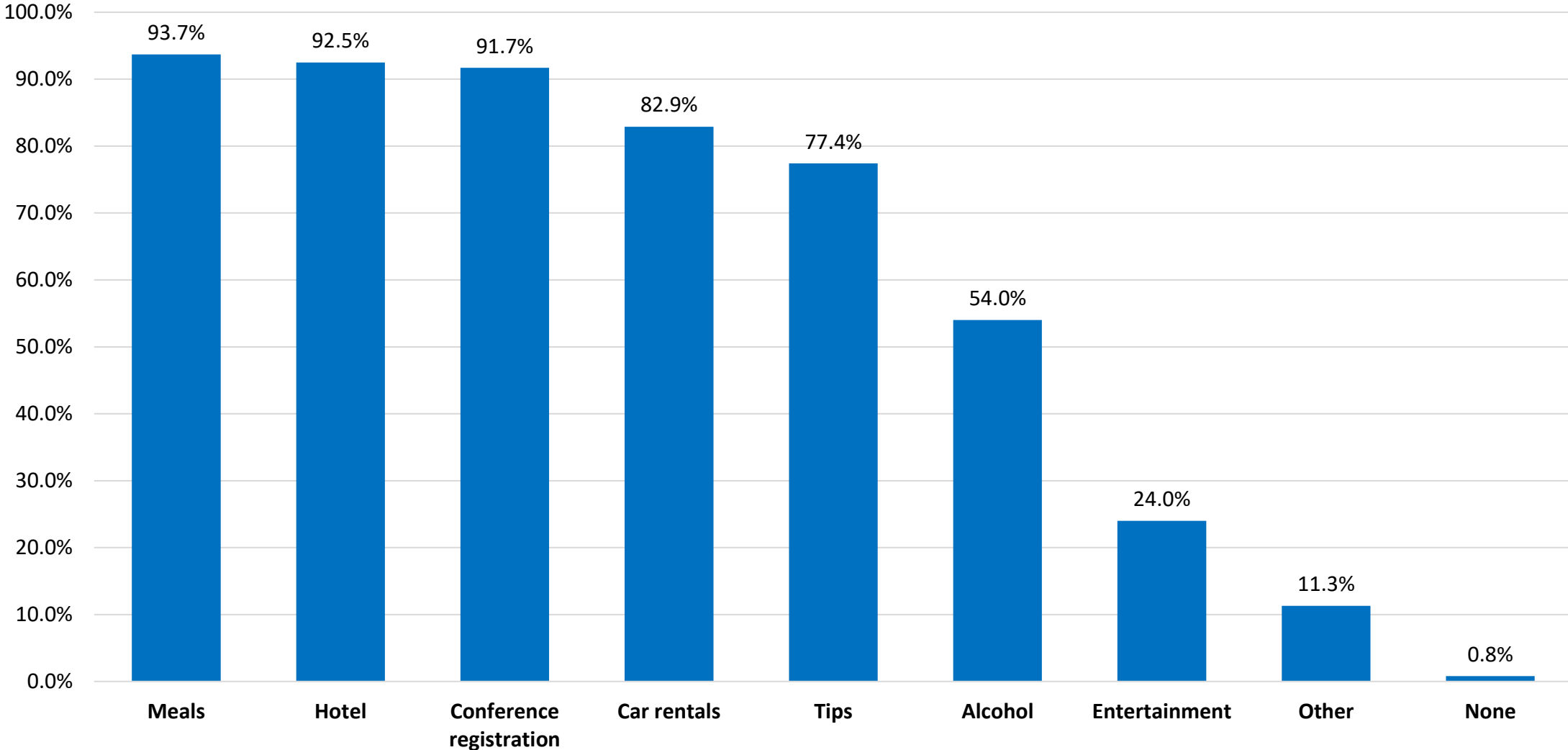
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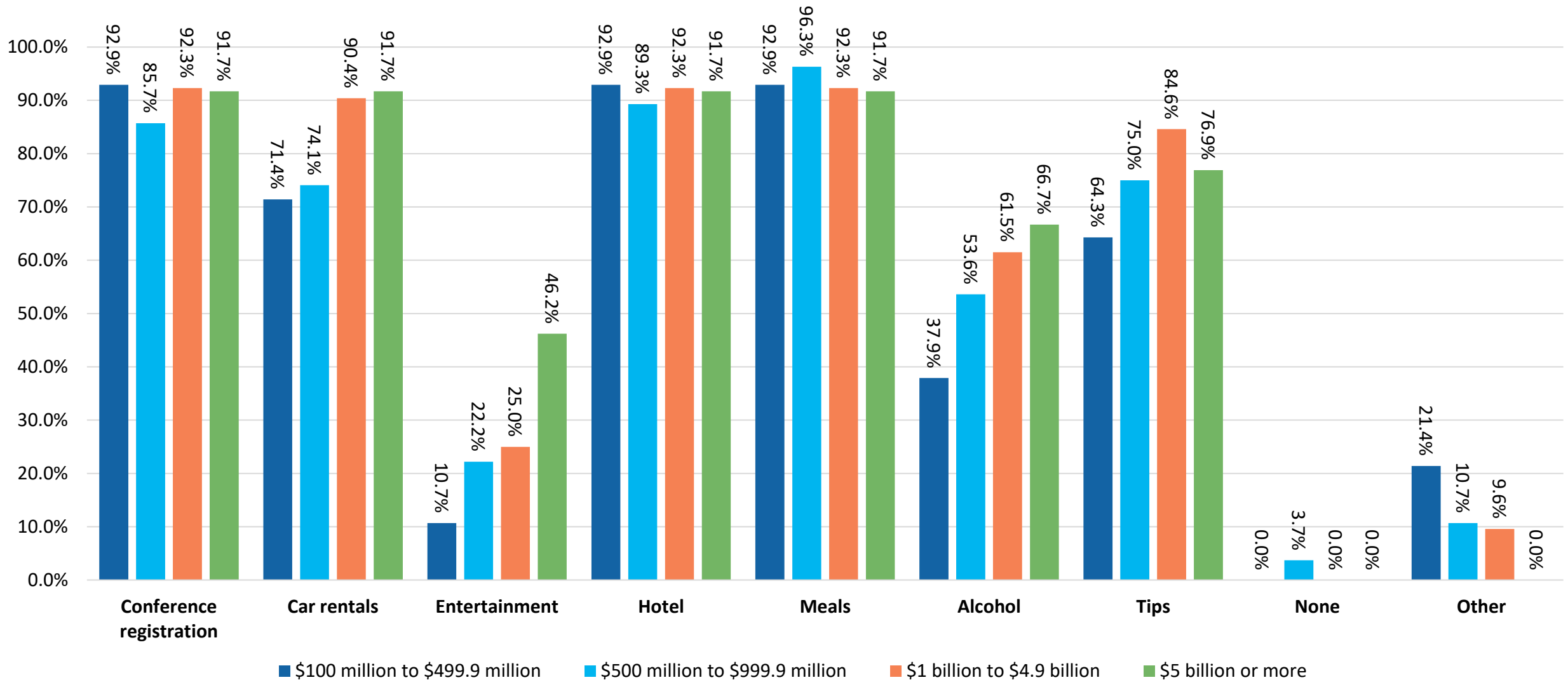




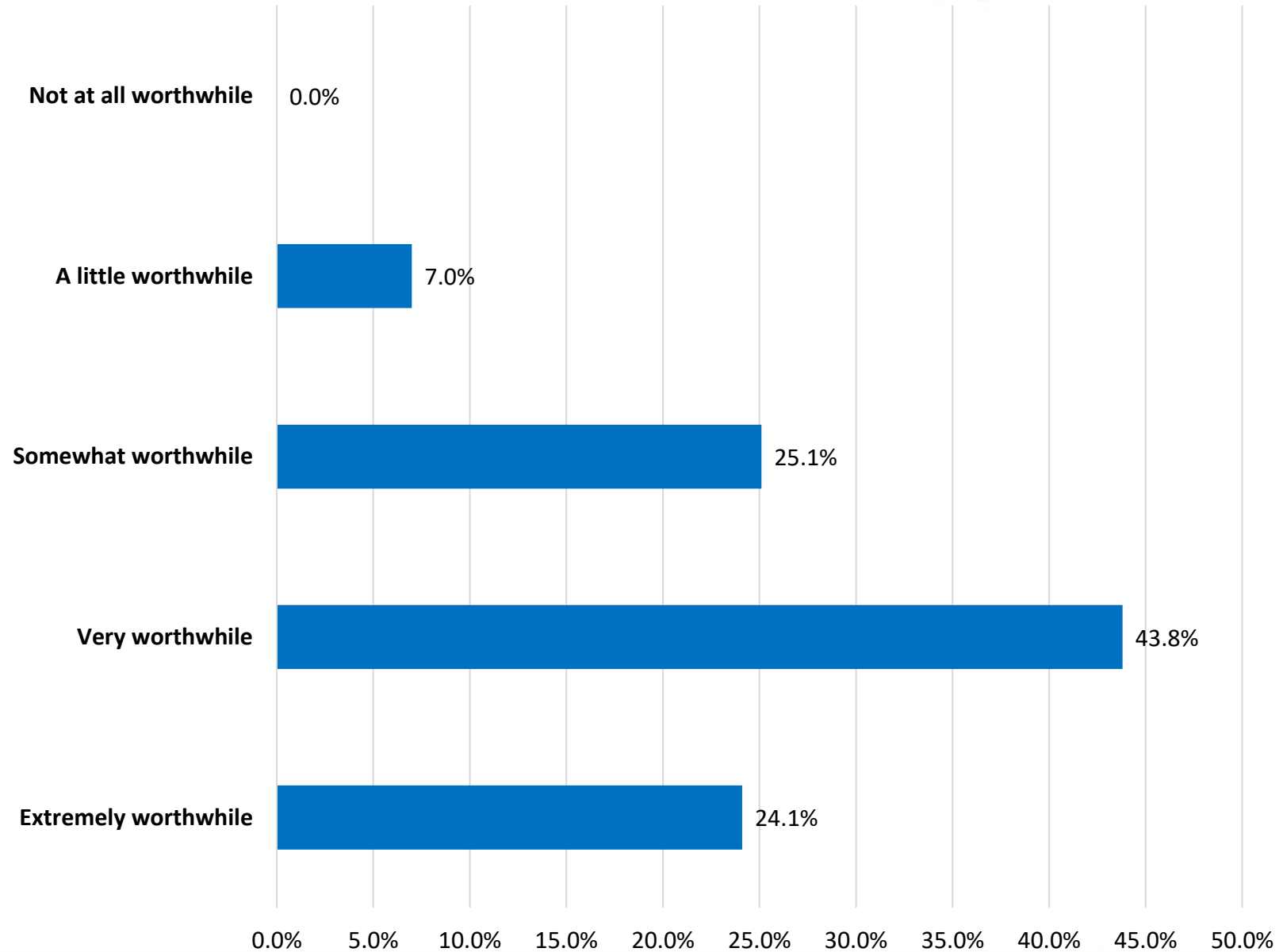
## What travel expenses are Board members reimbursed for?



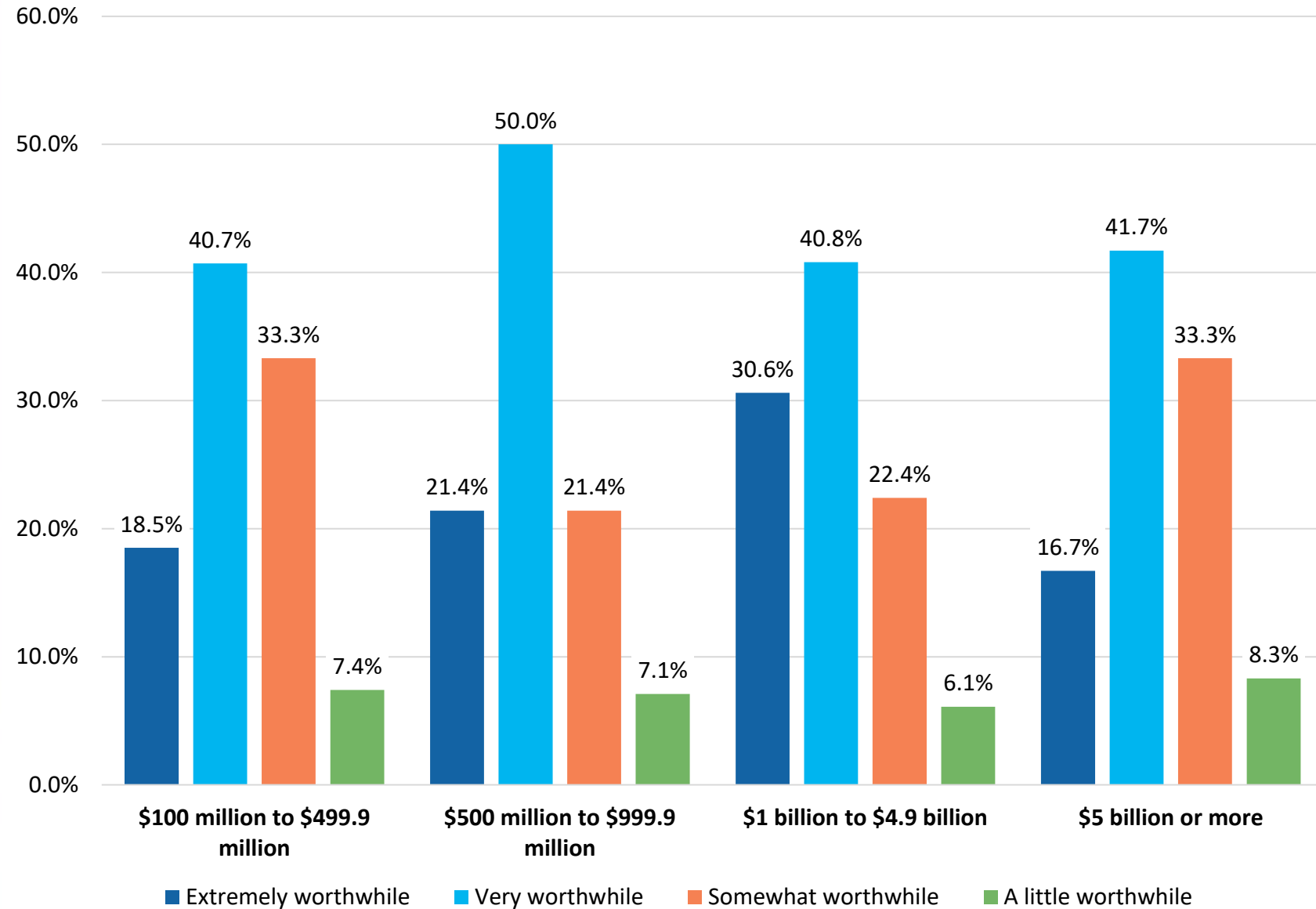
### What travel expenses are Board members reimbursed for?



# How worthwhile are current continuing education efforts for the dollars spent?



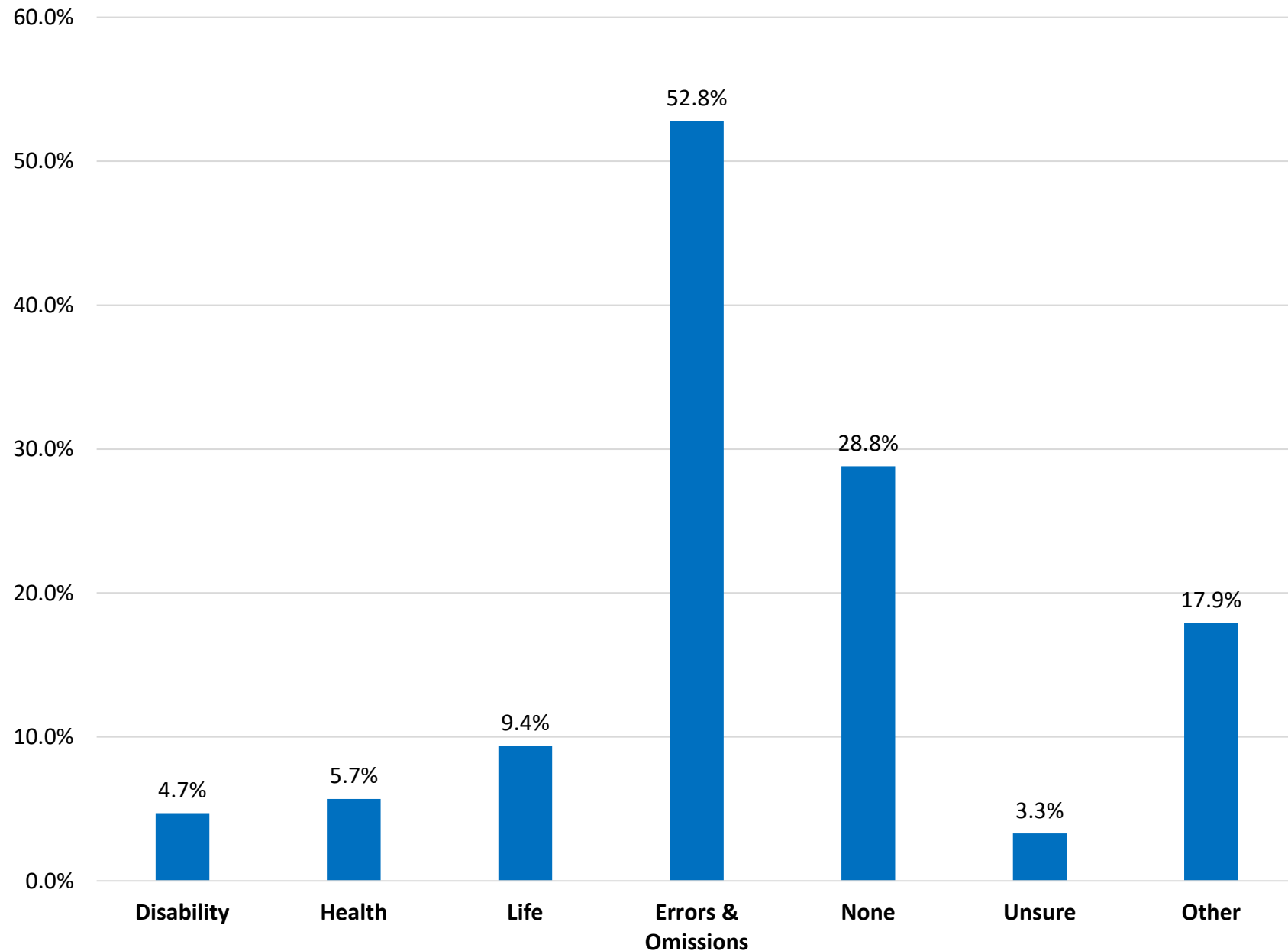
# How worthwhile are current continuing education efforts for the dollars spent?



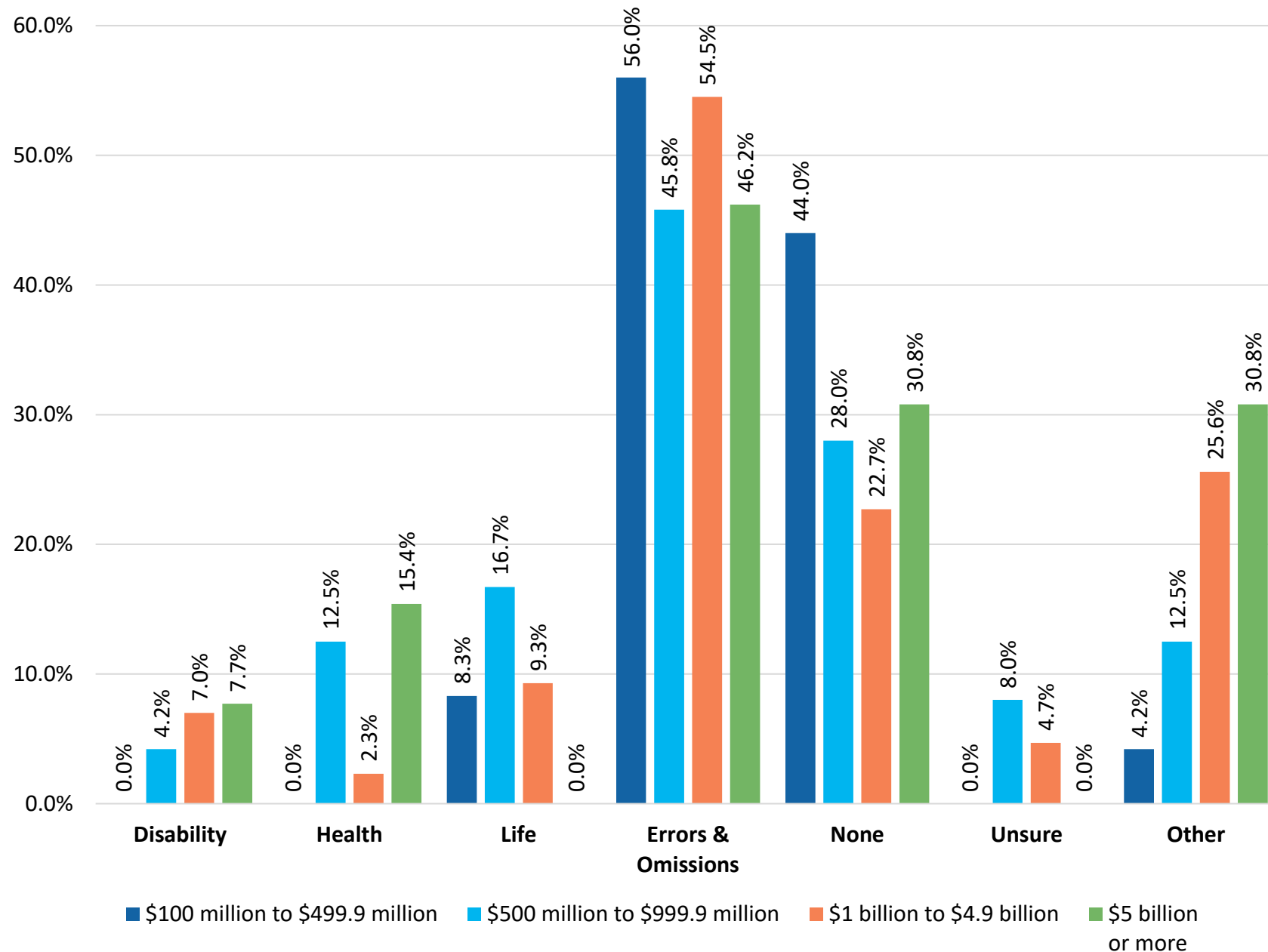
# D. Hilton's Board Best Practices Survey Series

## Part 2: Board Compensation & Demographics

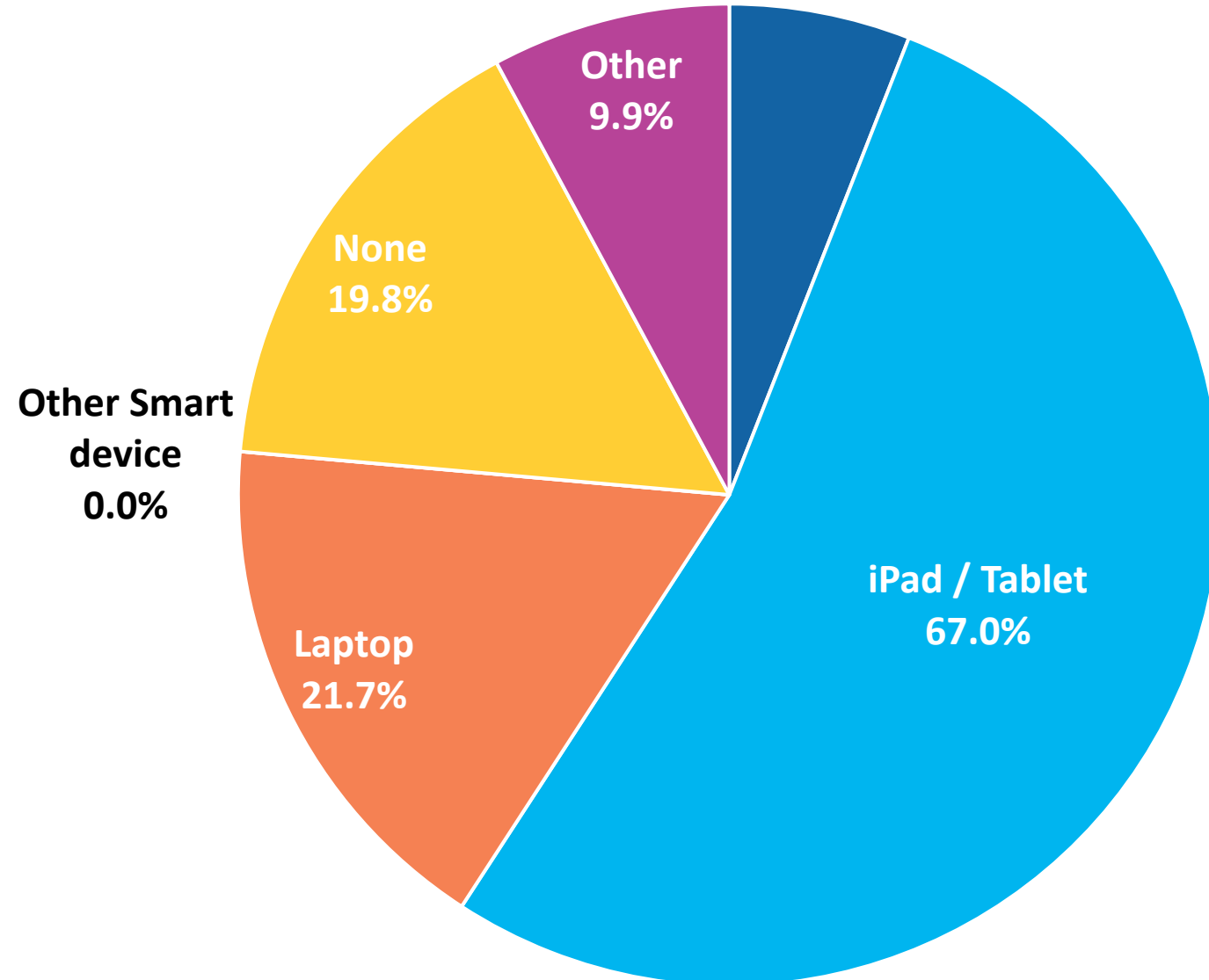
# Do Board members receive any of the following insurance policies for serving?



# Do Board members receive any of the following insurance policies for serving?



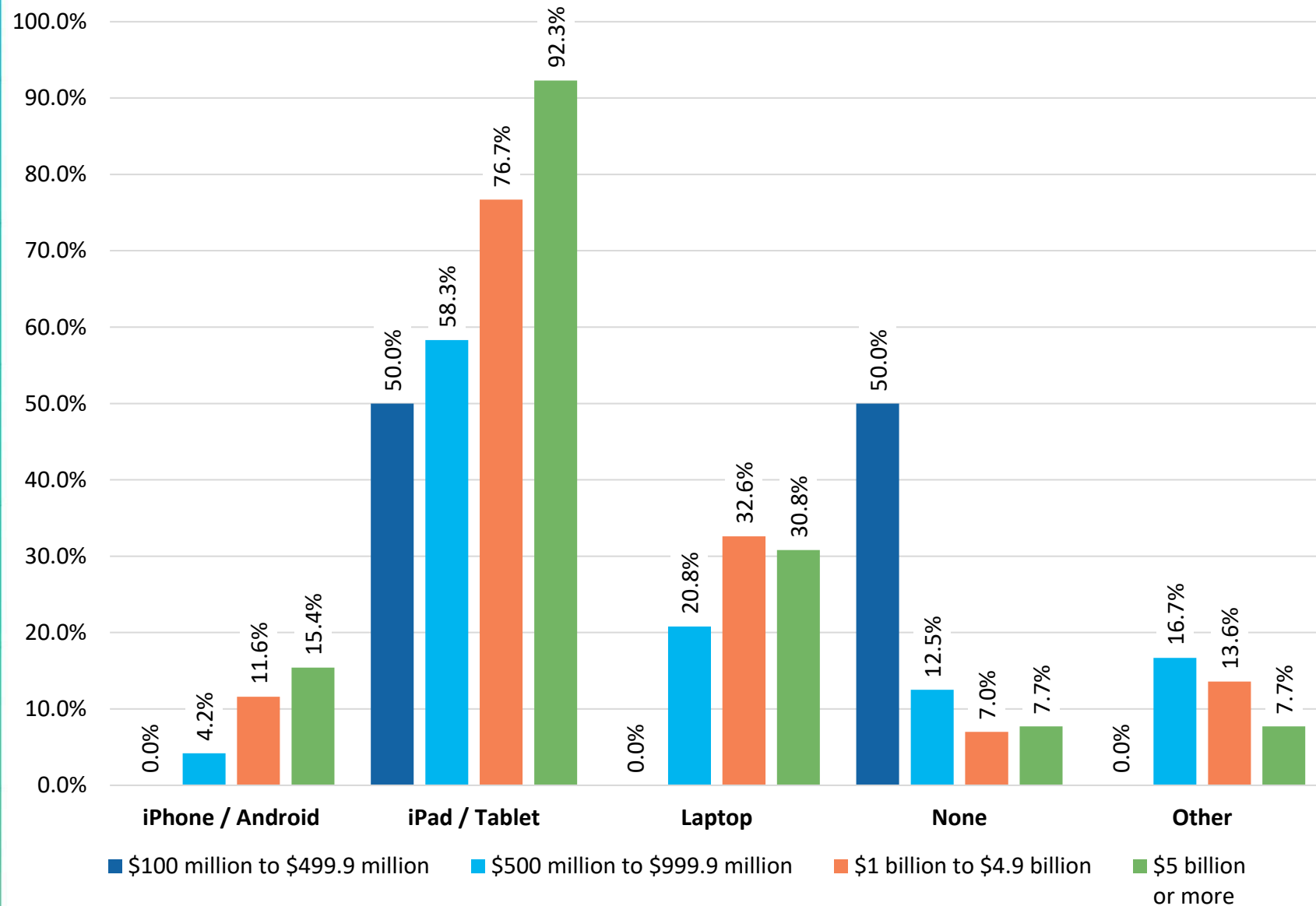
iPhone /  
Android  
7.5%

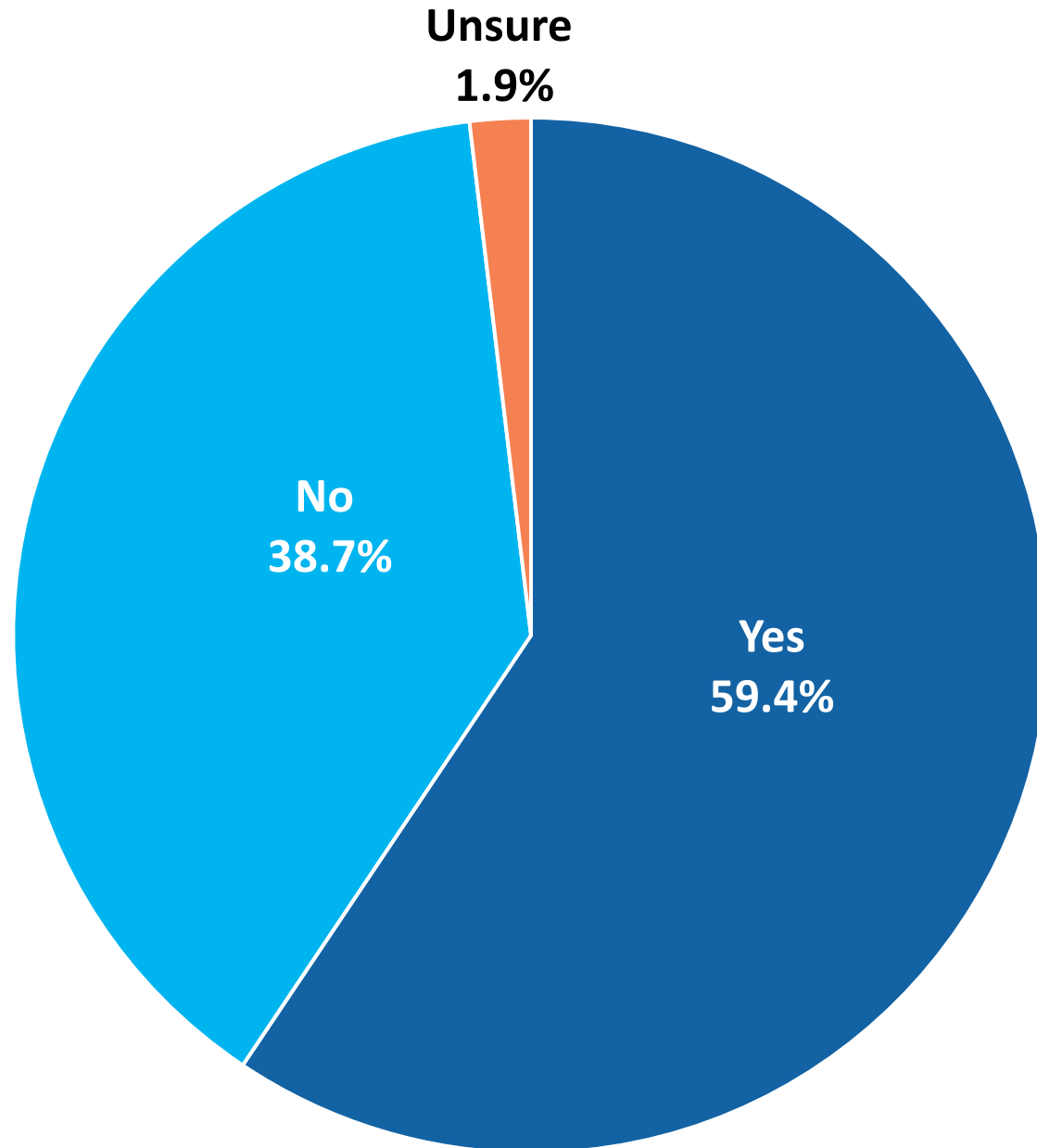


Do you provide Board members with any of the following technological devices?



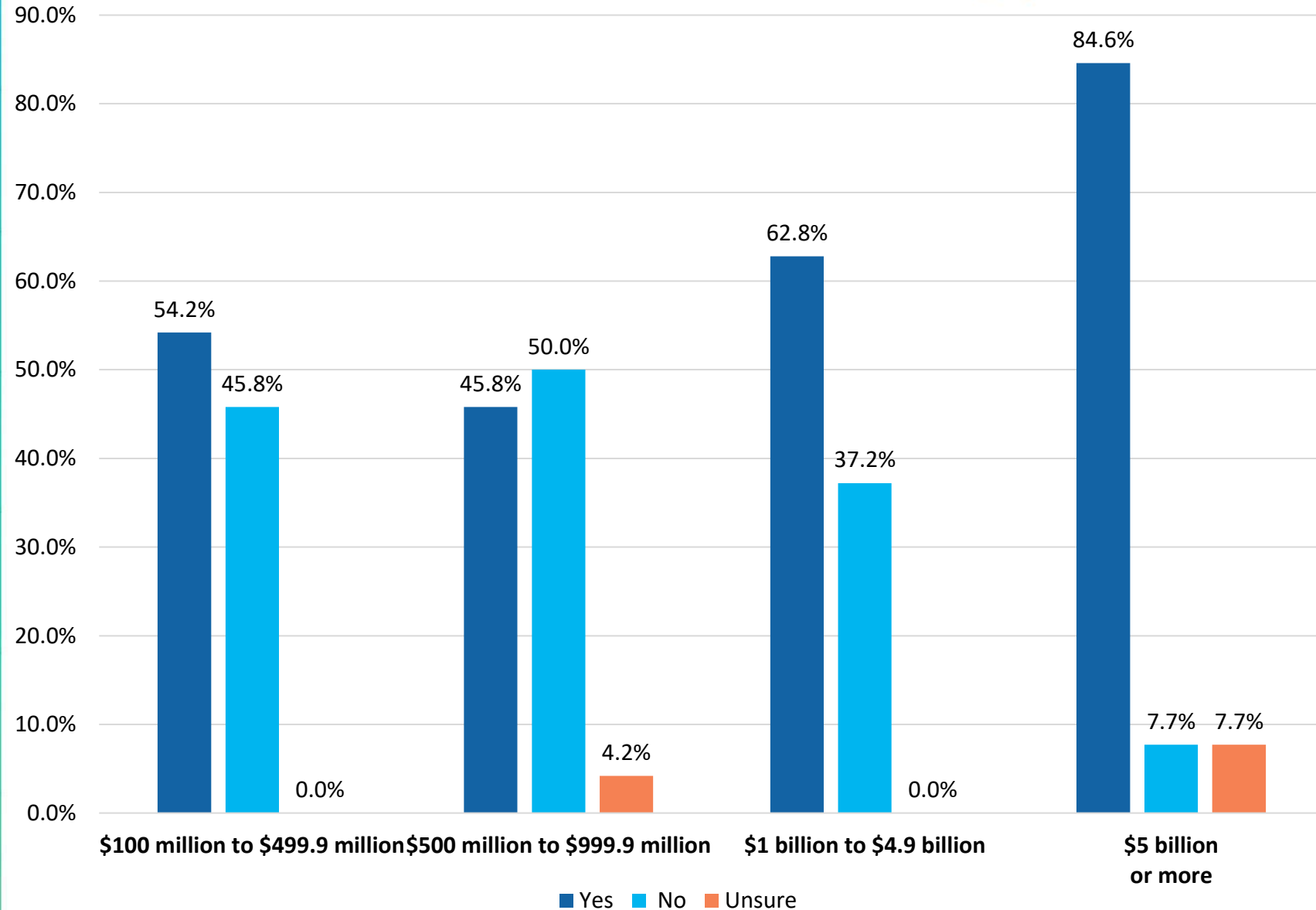
# Do you provide Board members with any of the following technological devices?



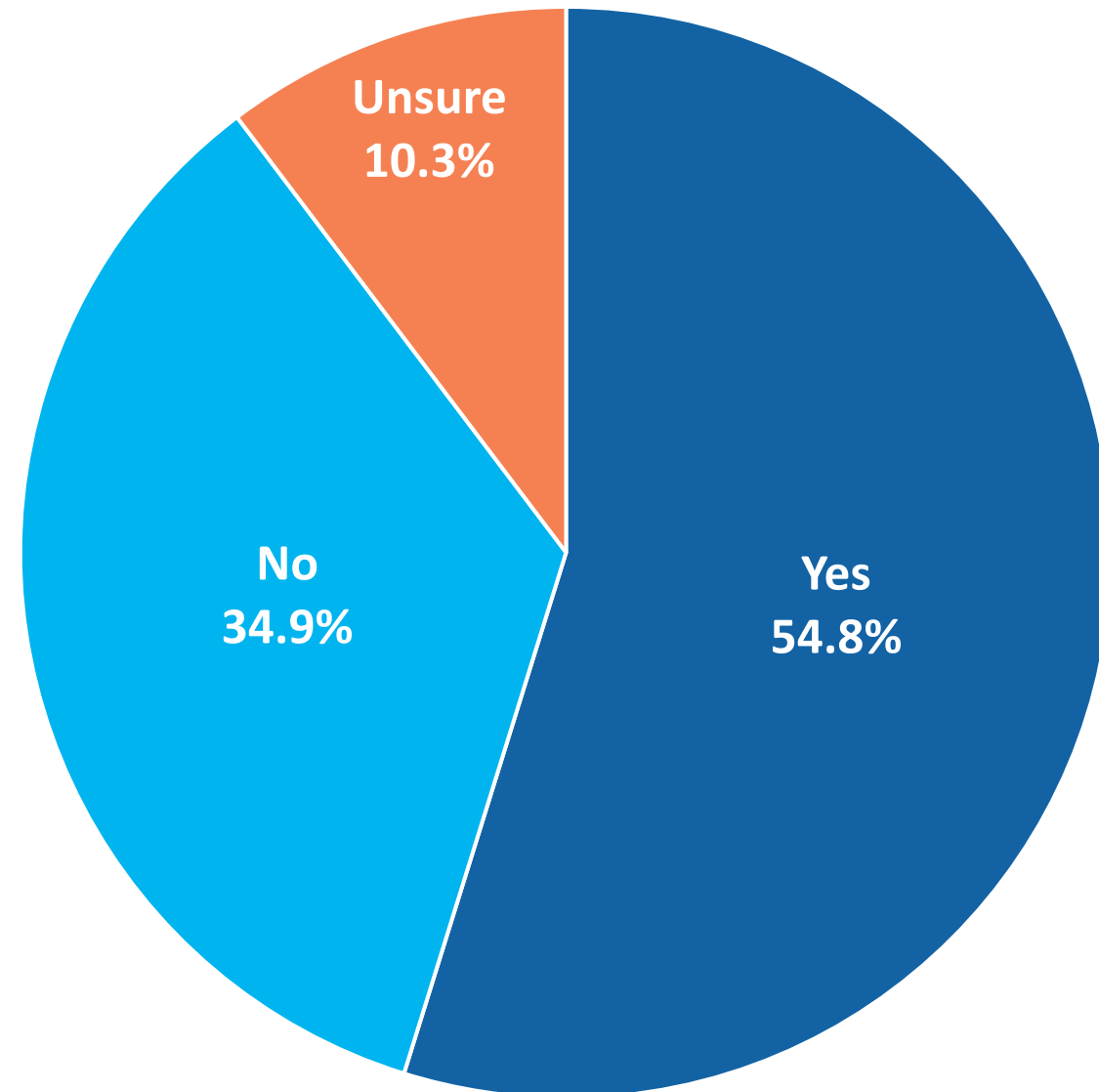


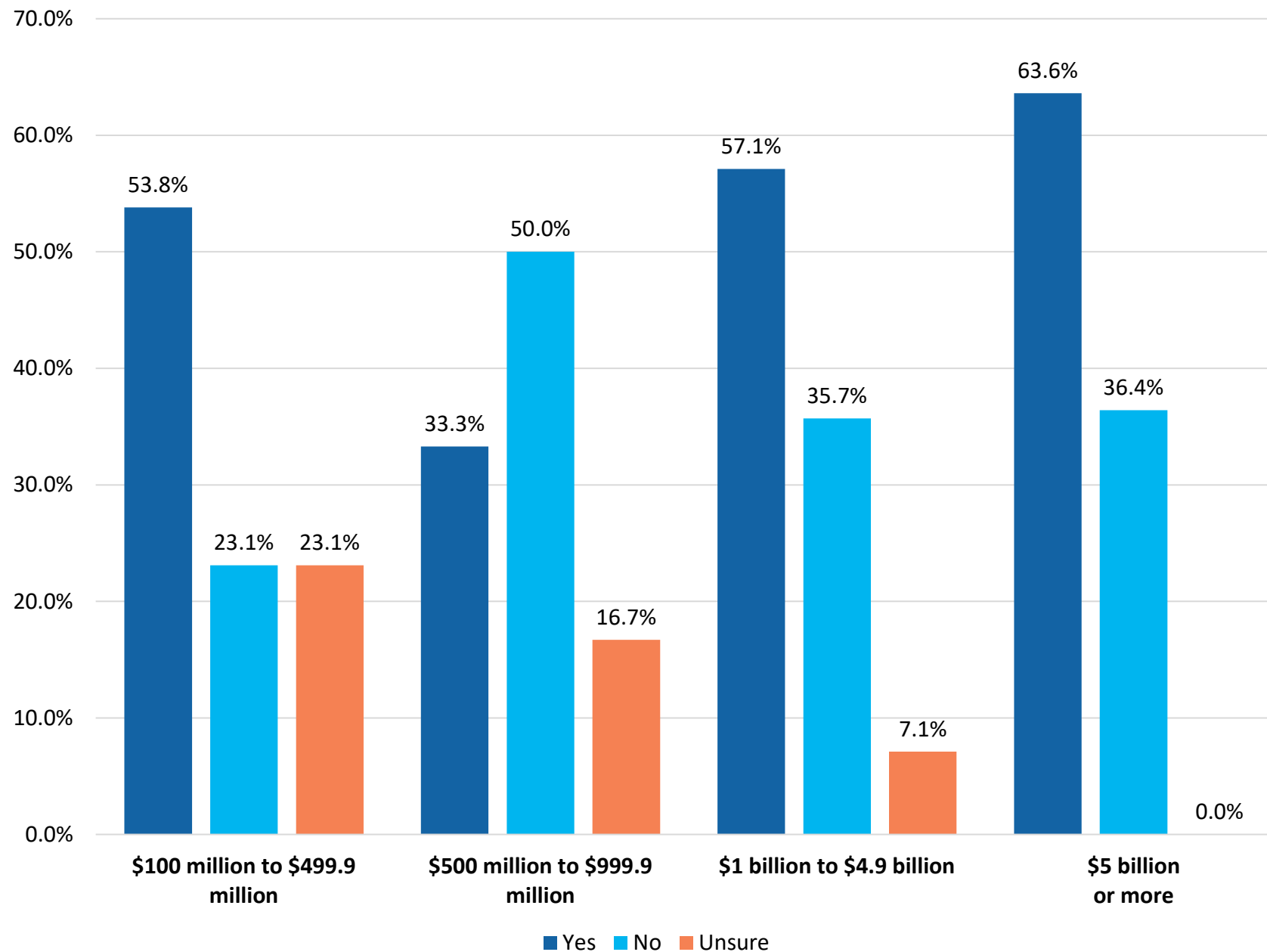
Is your credit union  
state chartered?

# Is your credit union state chartered?

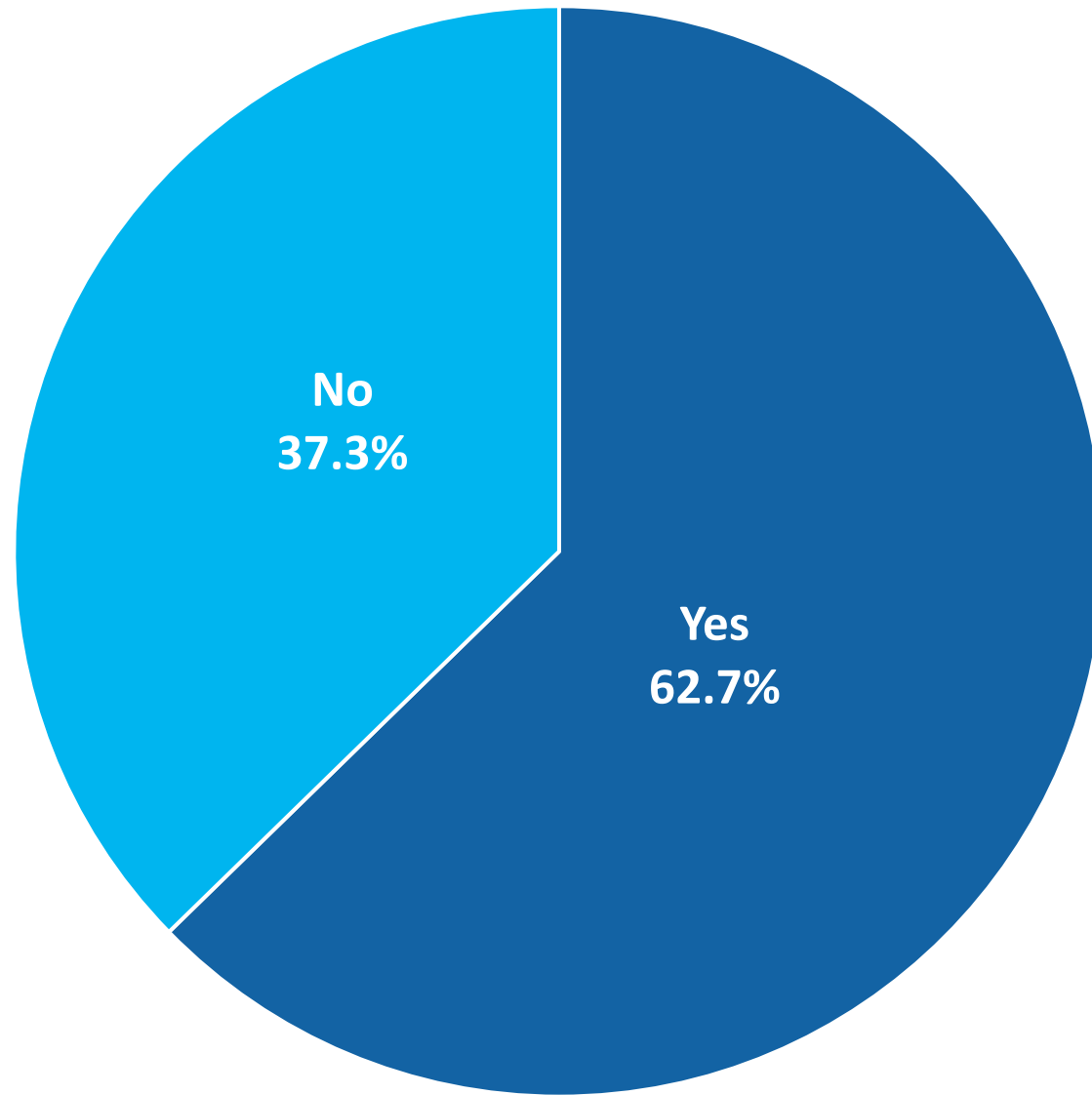


Does your state  
regulator allow Board  
members to be  
compensated?



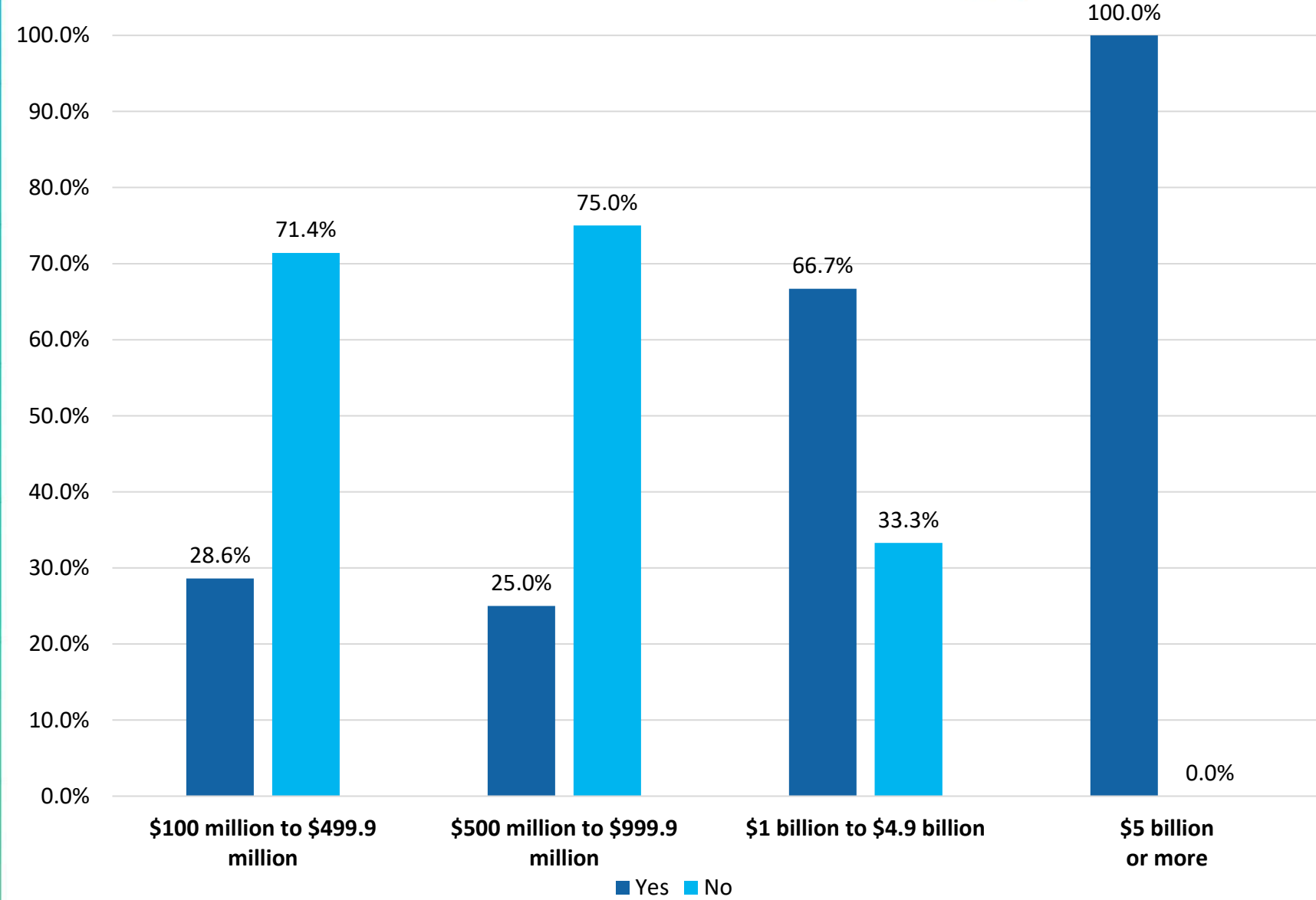


Does your state regulator allow Board members to be compensated?

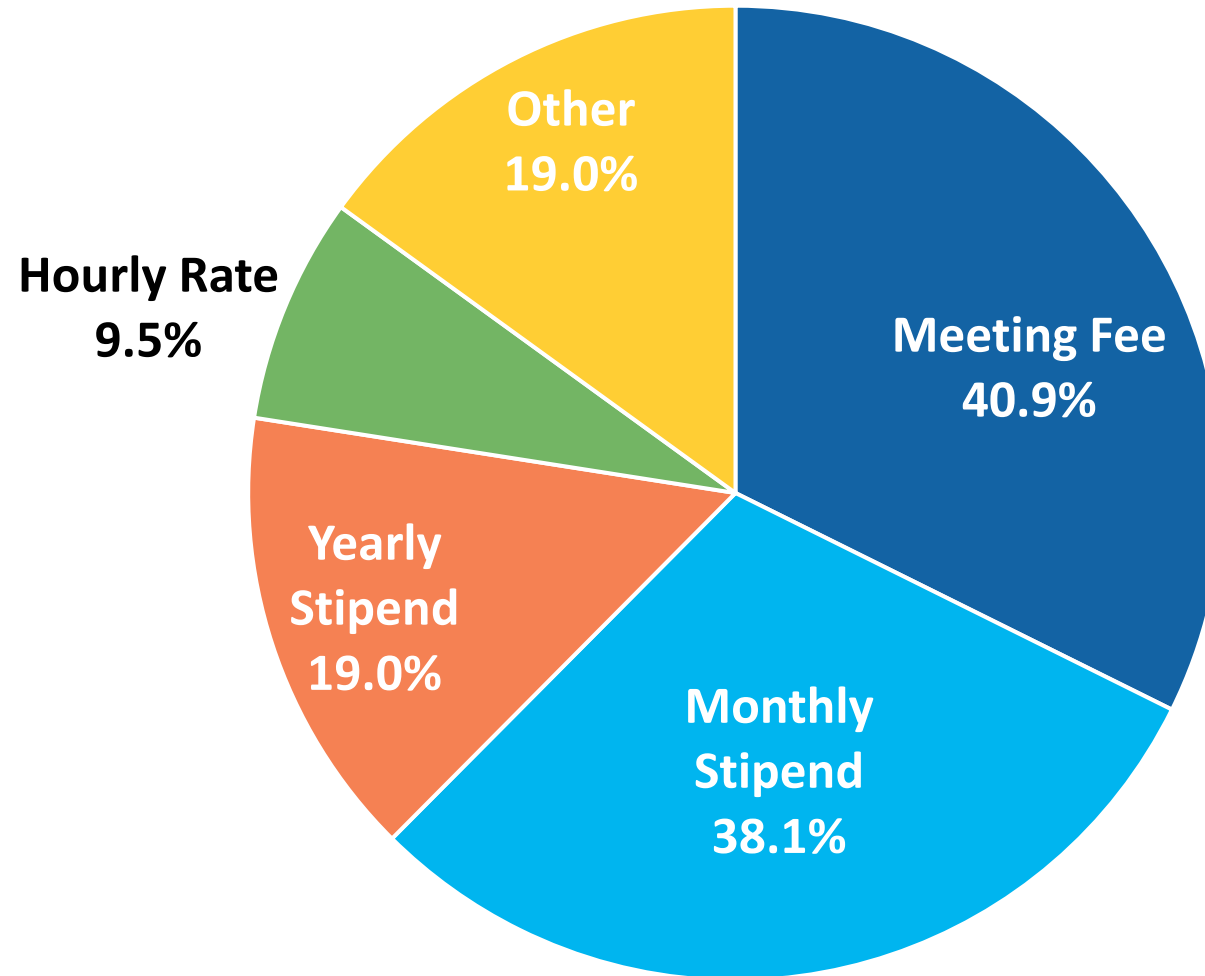


**Q11 - Does your credit union compensate any Board members?**

# Does your credit union compensate any Board members?

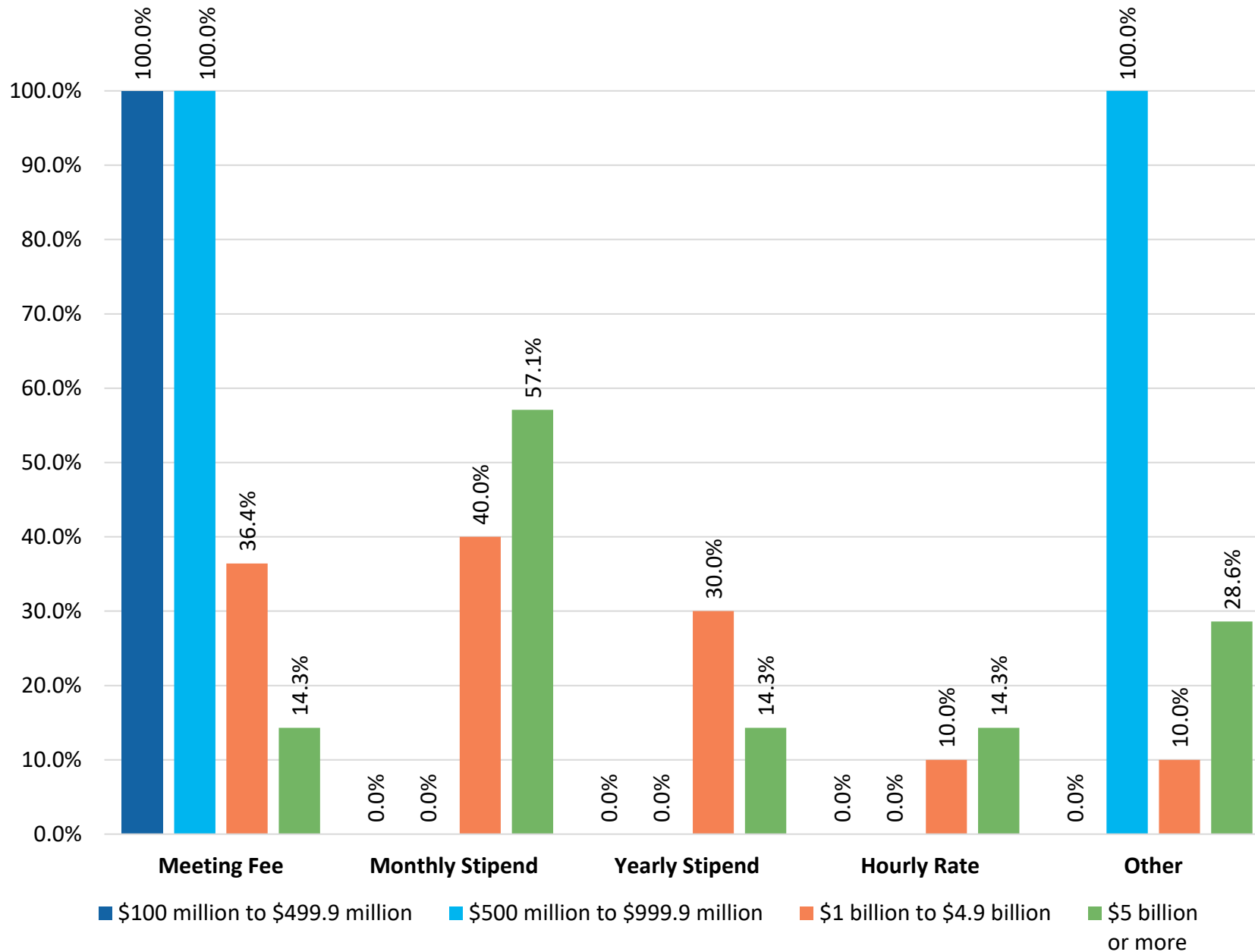


# How is Board compensation structured?





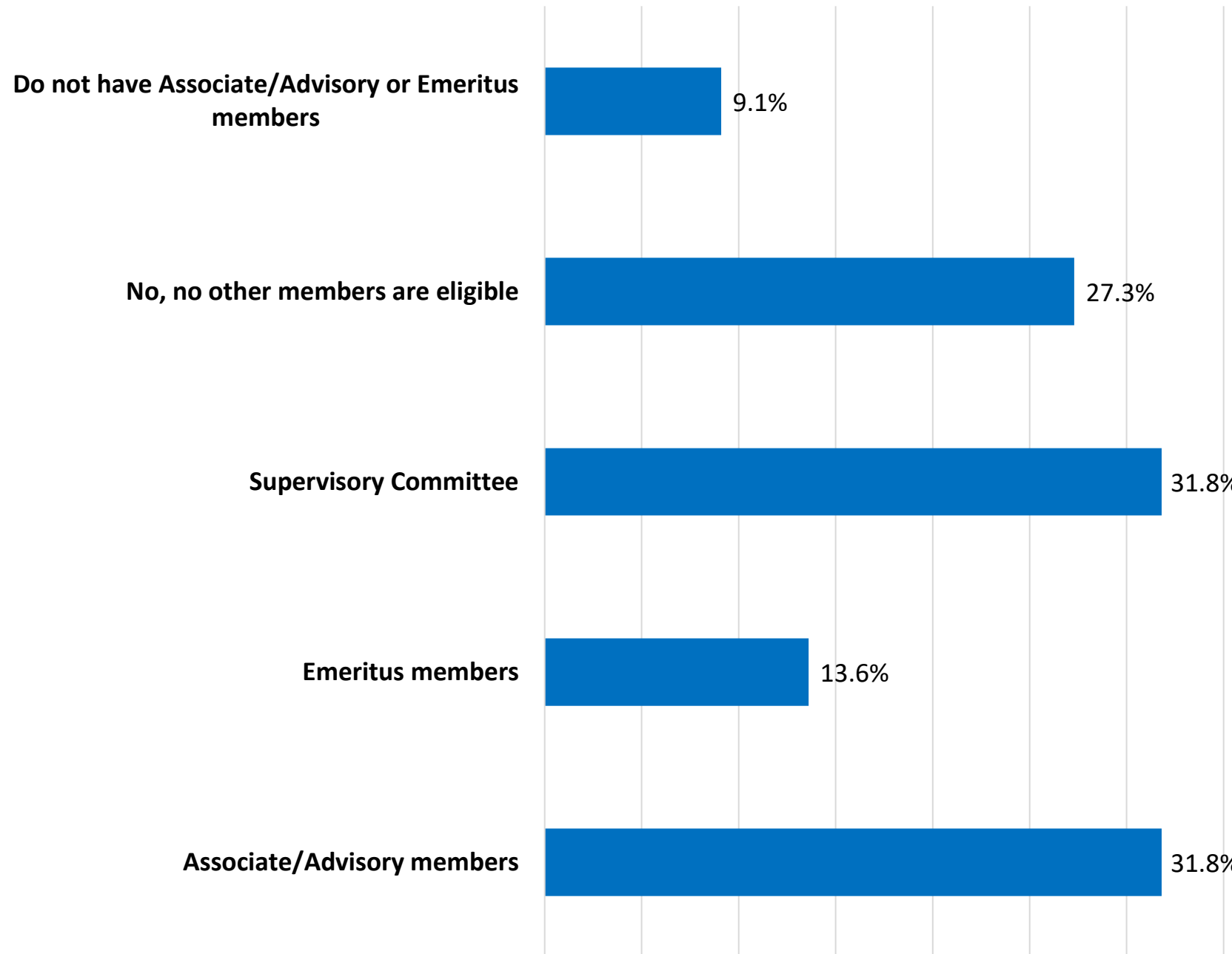
# How is Board compensation structured?



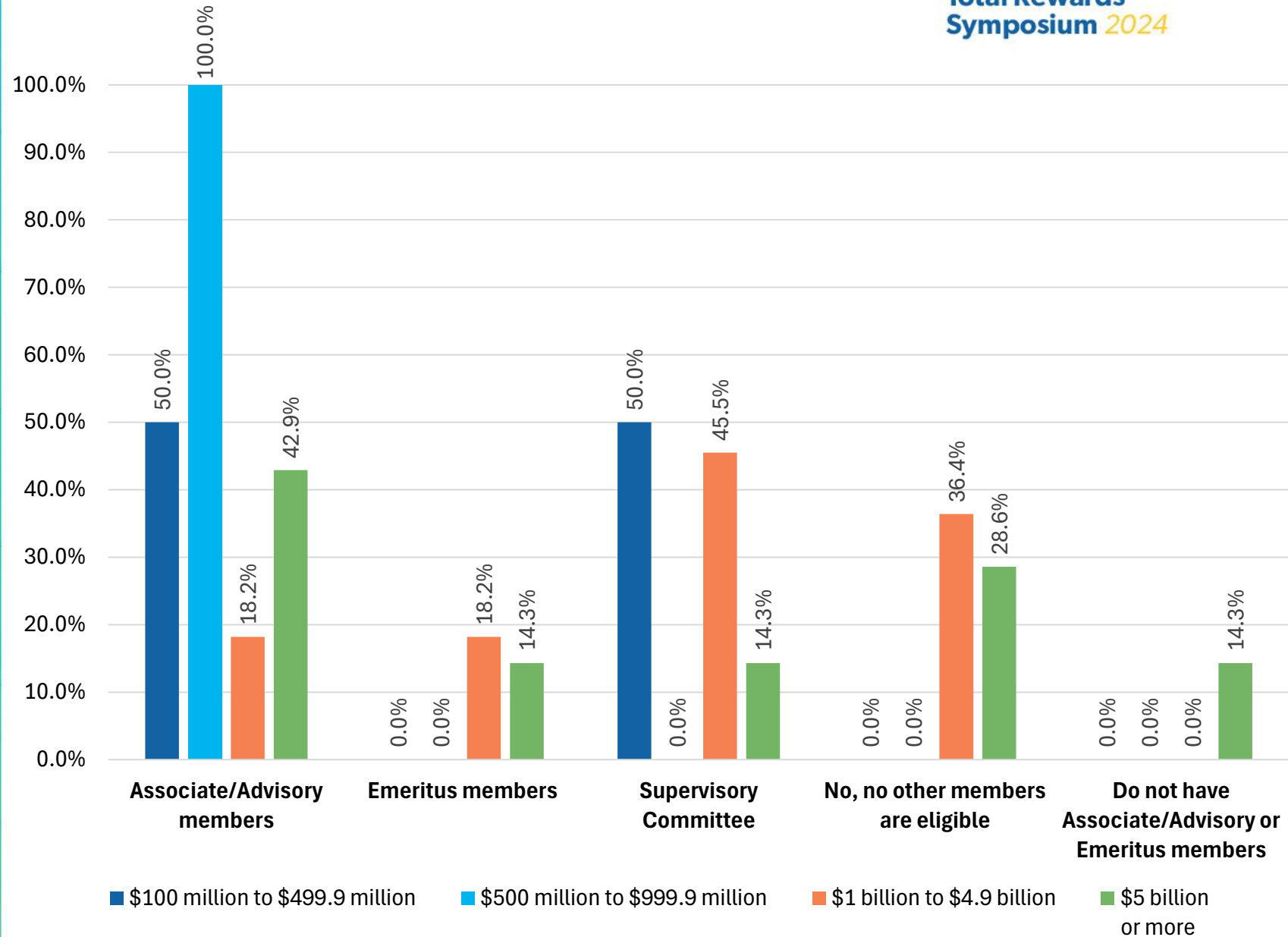
# How much do each of the following receive in monetary compensation per Board member?

	Mean	Median	Minimum	Maximum
Annual (\$)	\$27,089	\$24,346	\$2,000	\$48,000

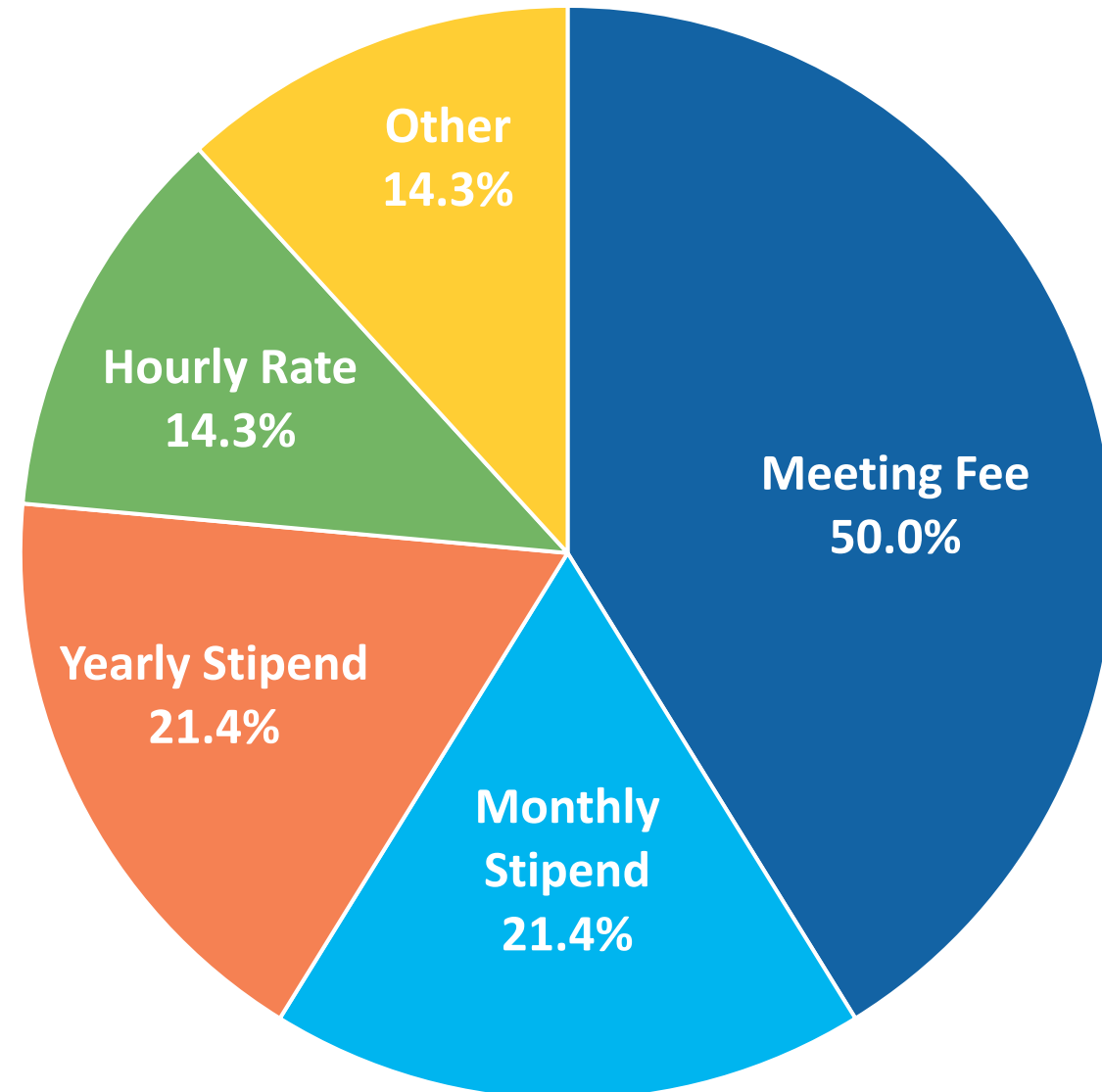
# Are any of the following eligible for compensation?



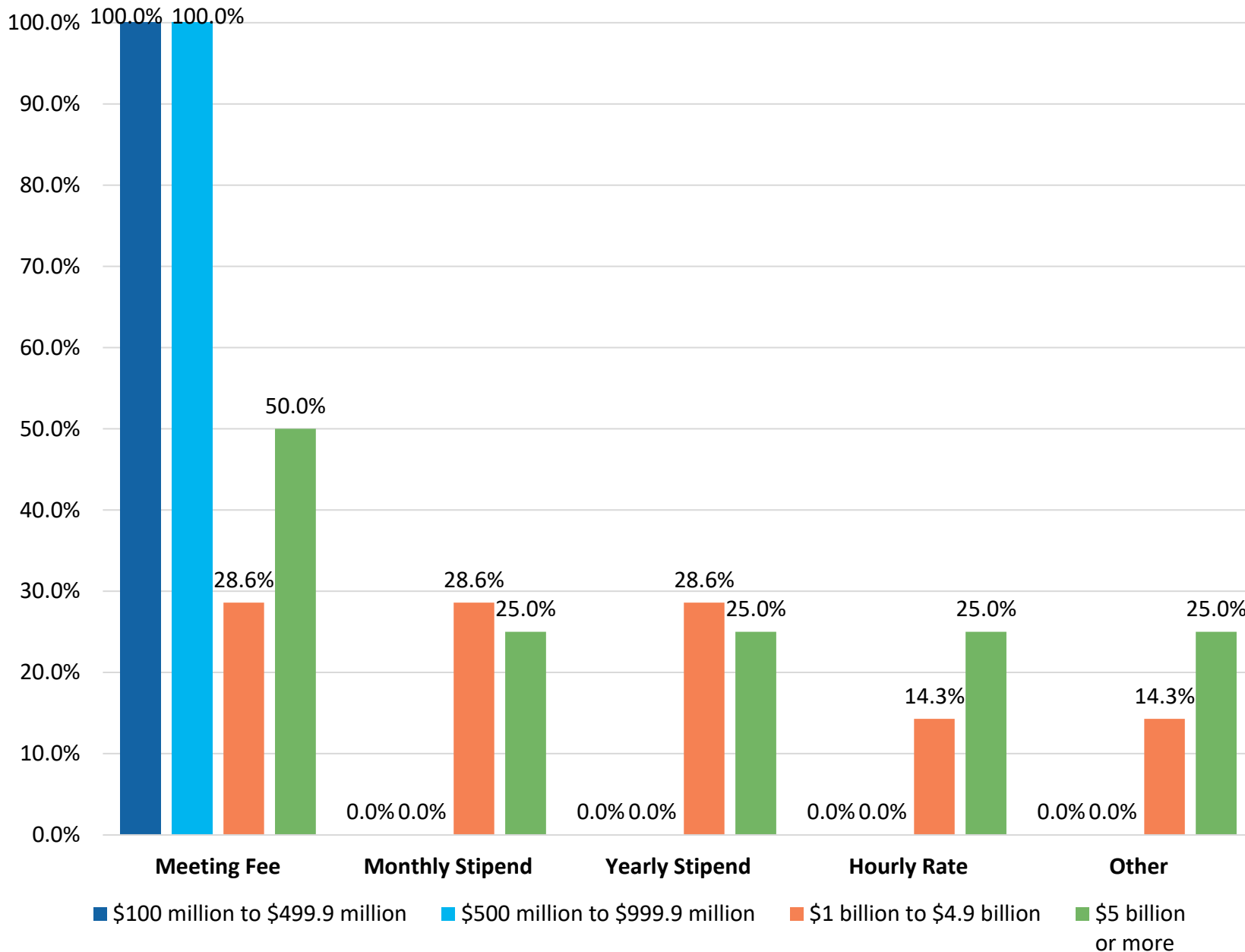
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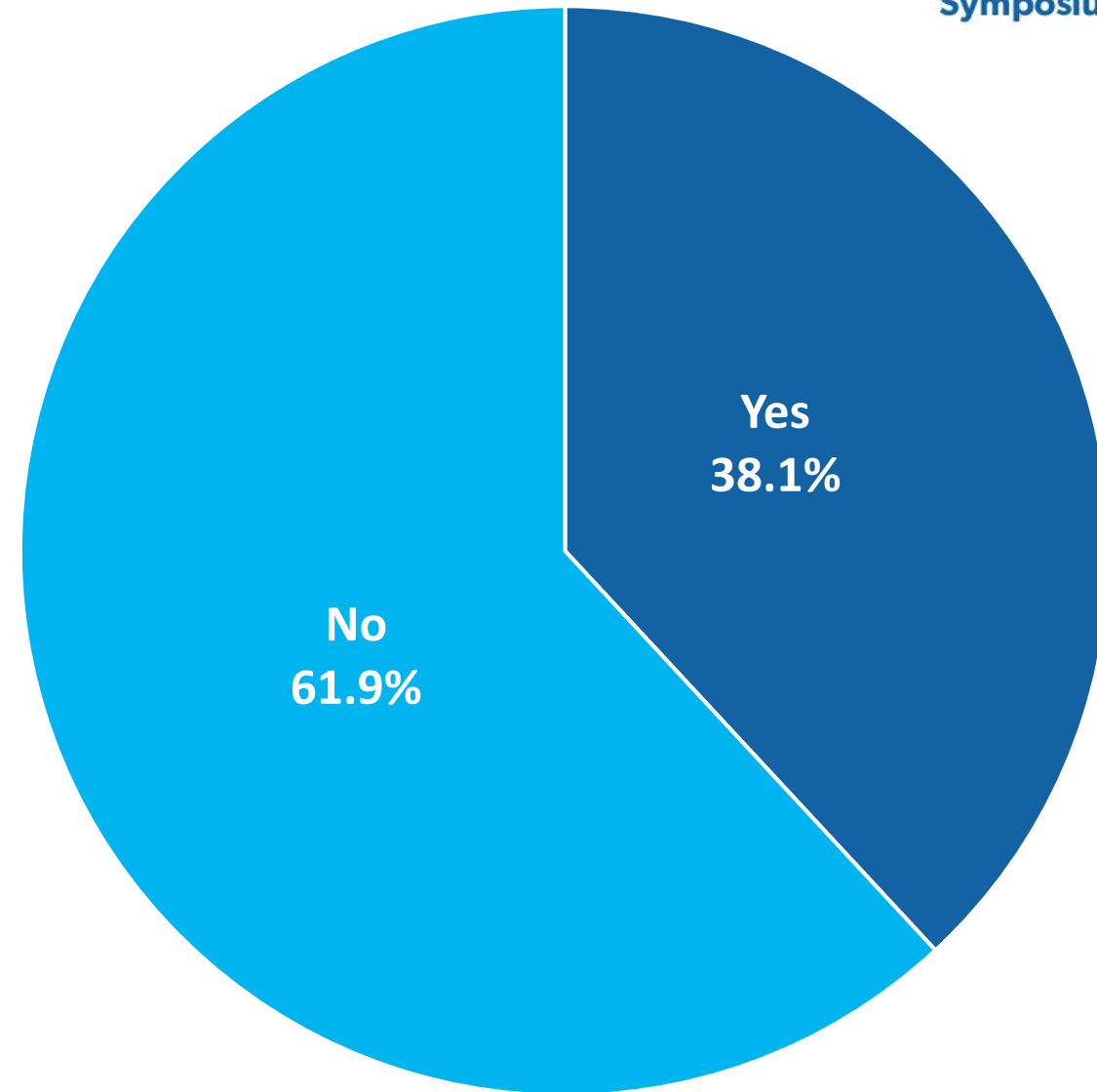
## How is compensation for these members structured?



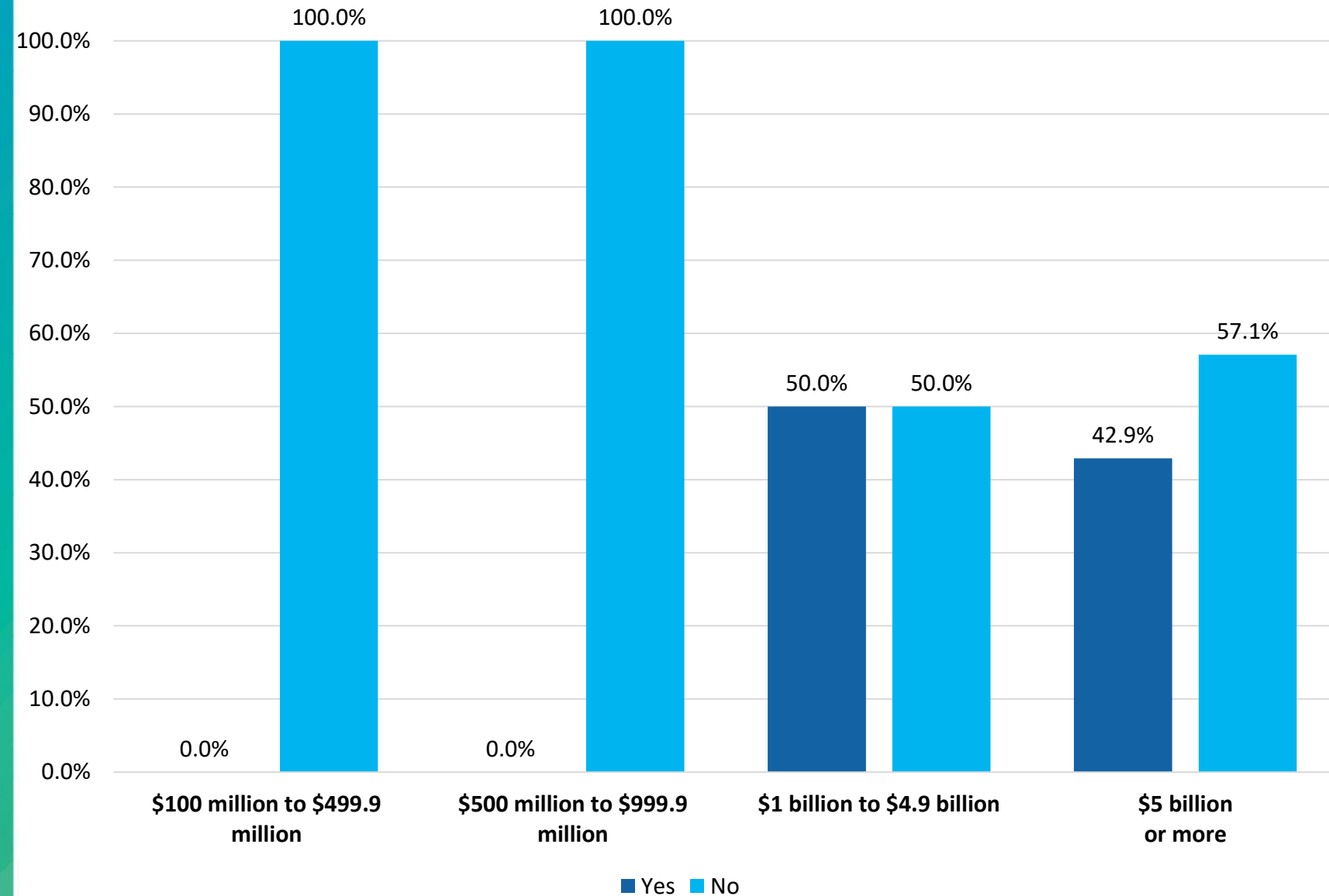
# How is compensation for these members structured?



Do you use a third-party firm to assist in evaluating your Board compensation?

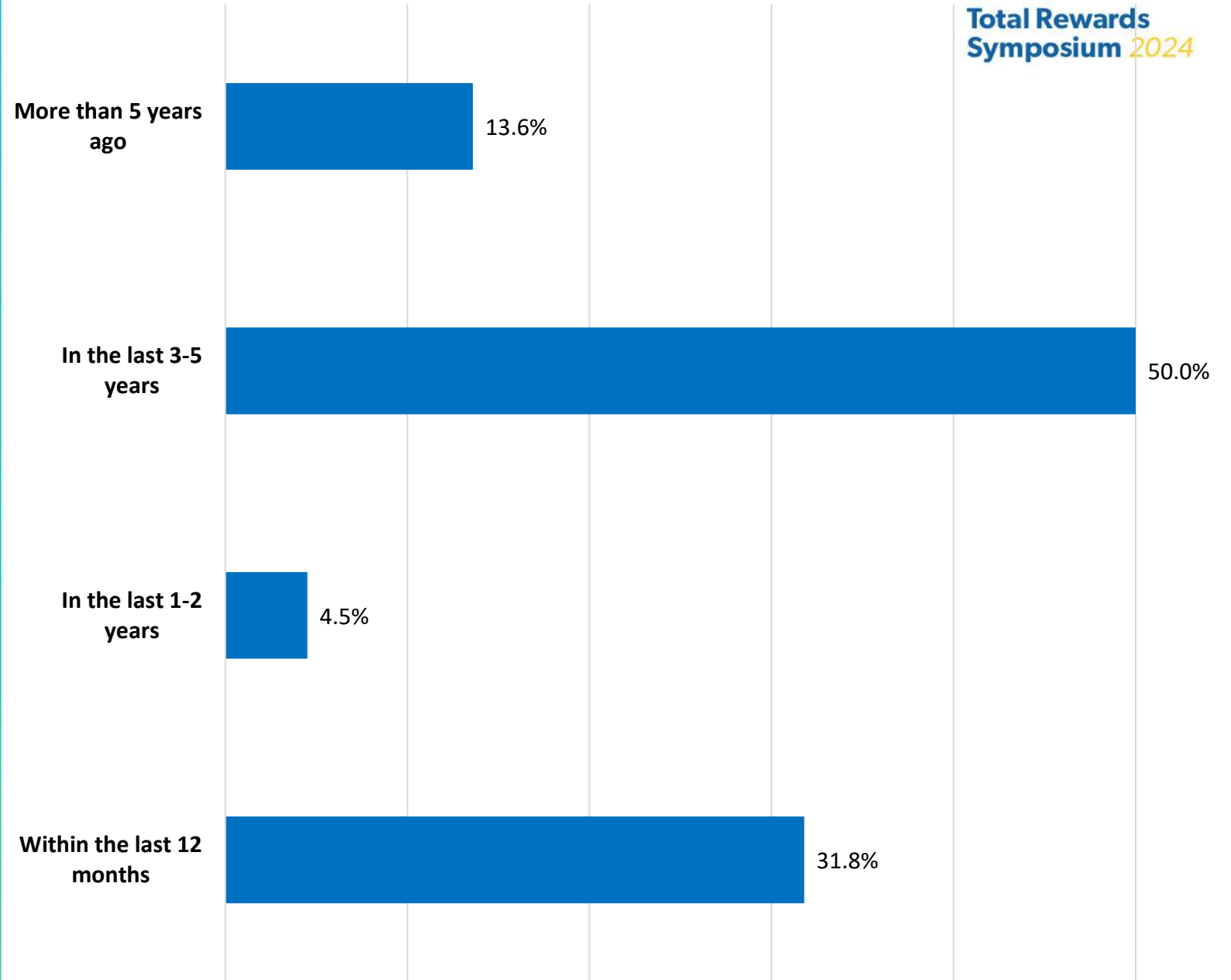


# Do you use a third-party firm to assist in evaluating your Board compensation?

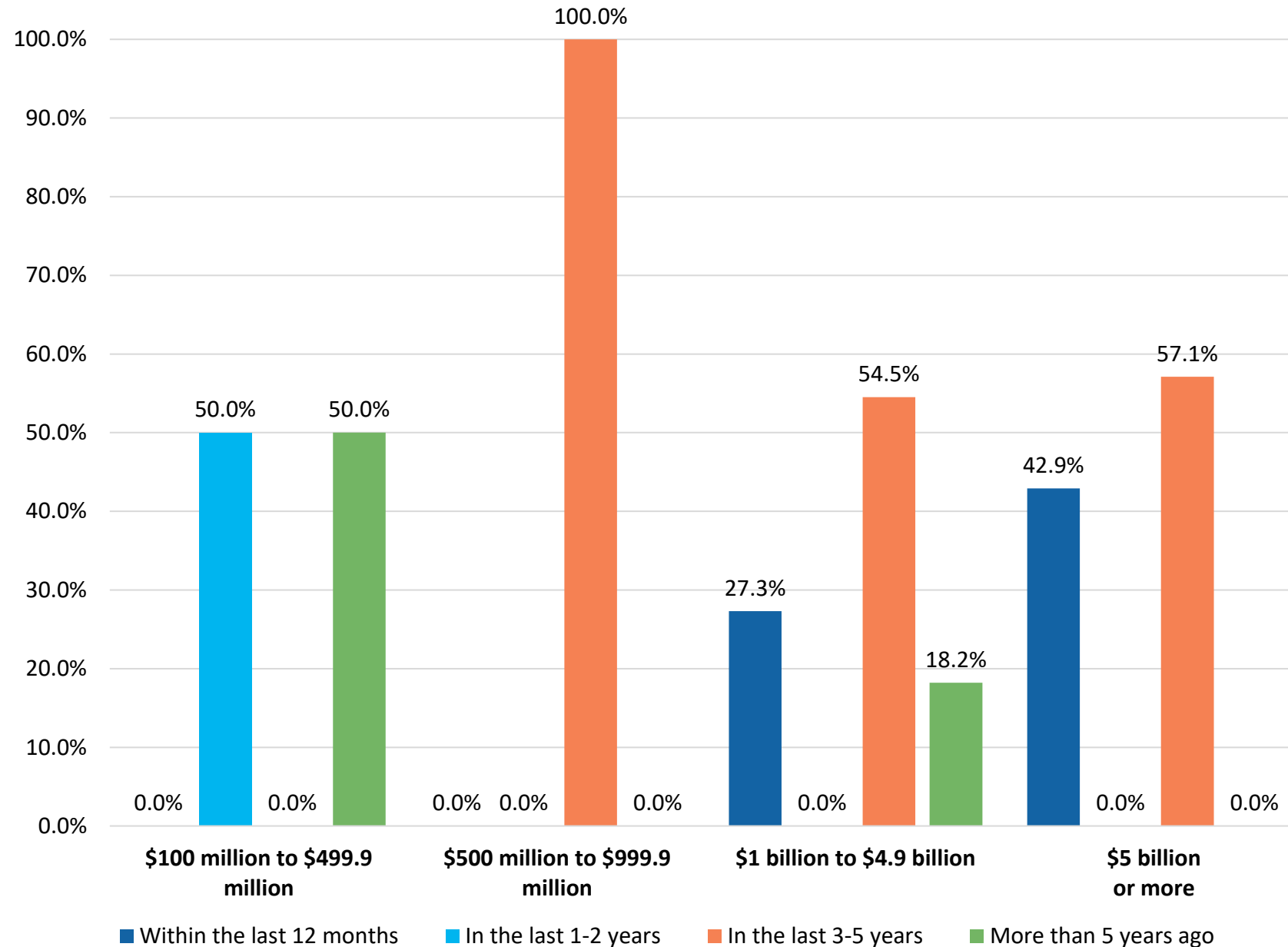


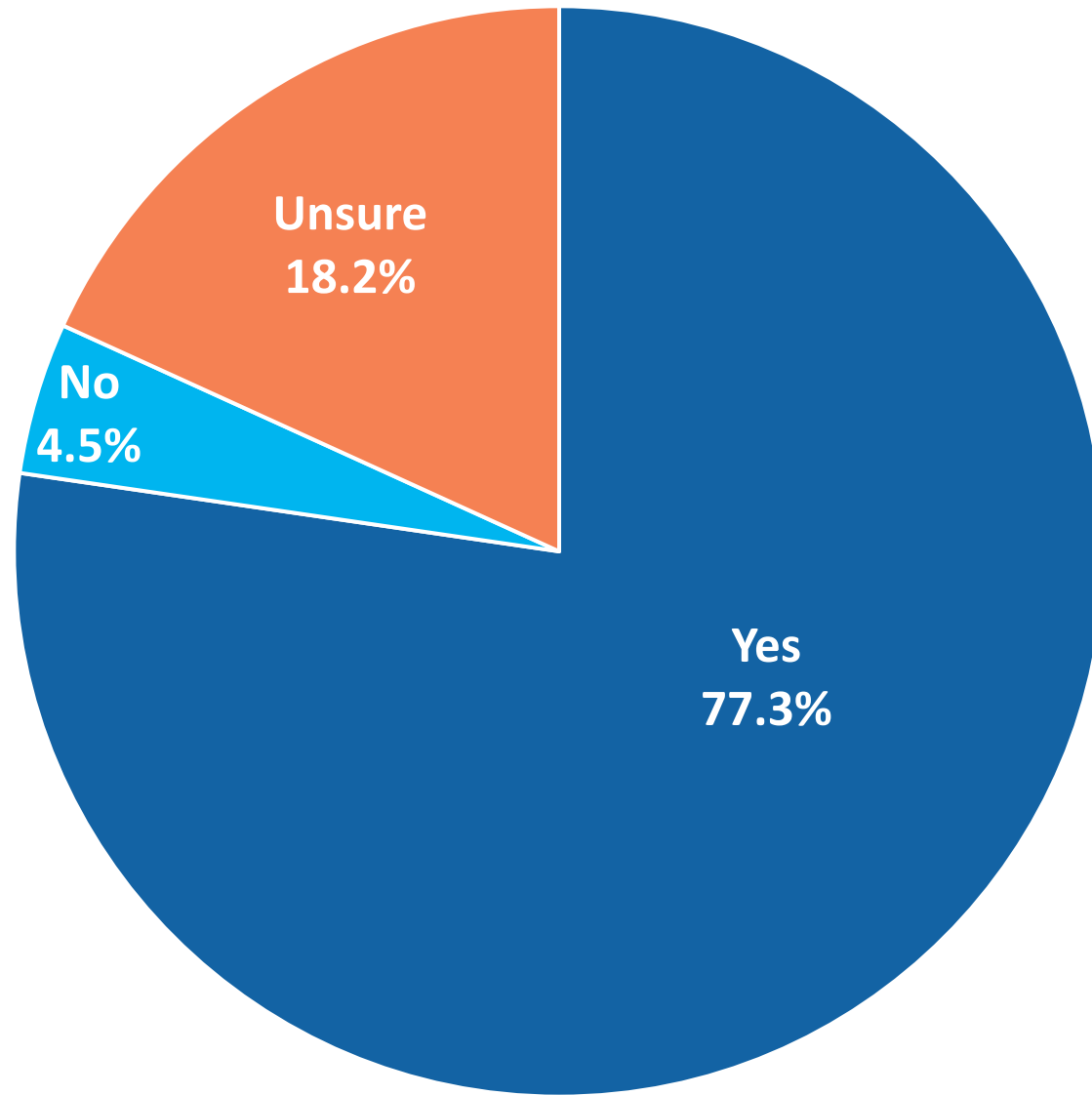


# When did you last implement your Board compensation structure?



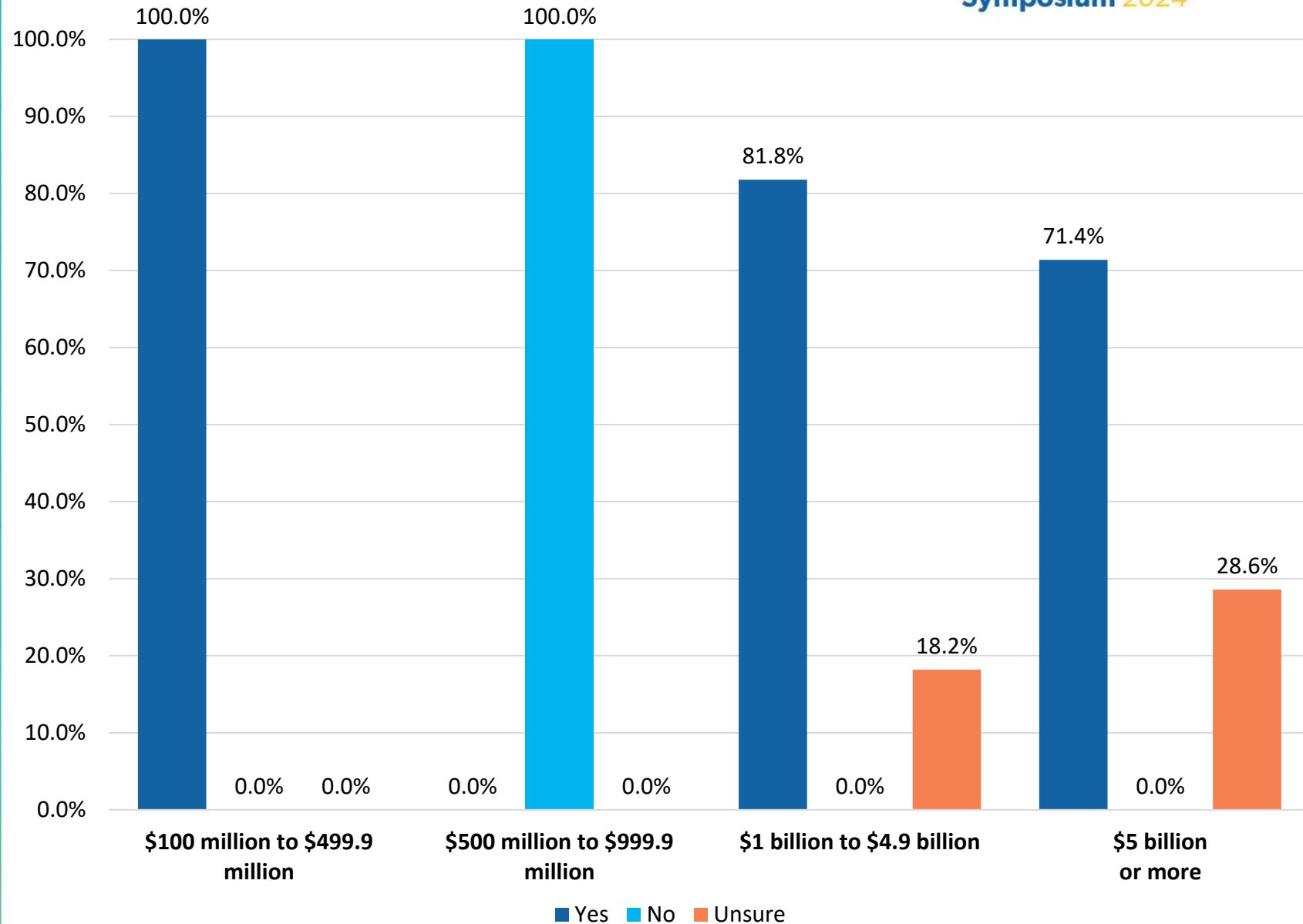
# When did you last implement your Board compensation structure?

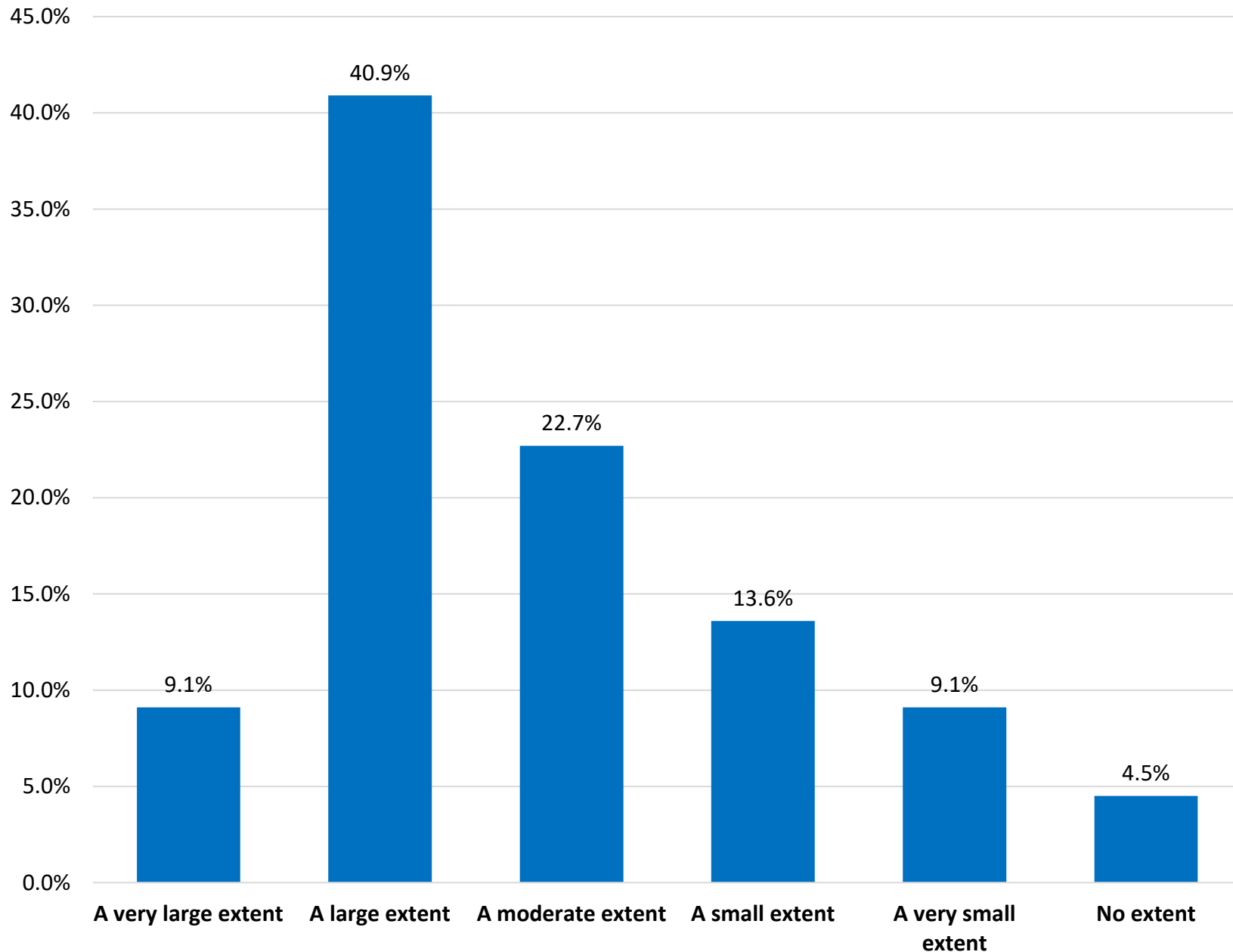




**Do you feel your  
current Board  
compensation  
structure is  
competitive?**

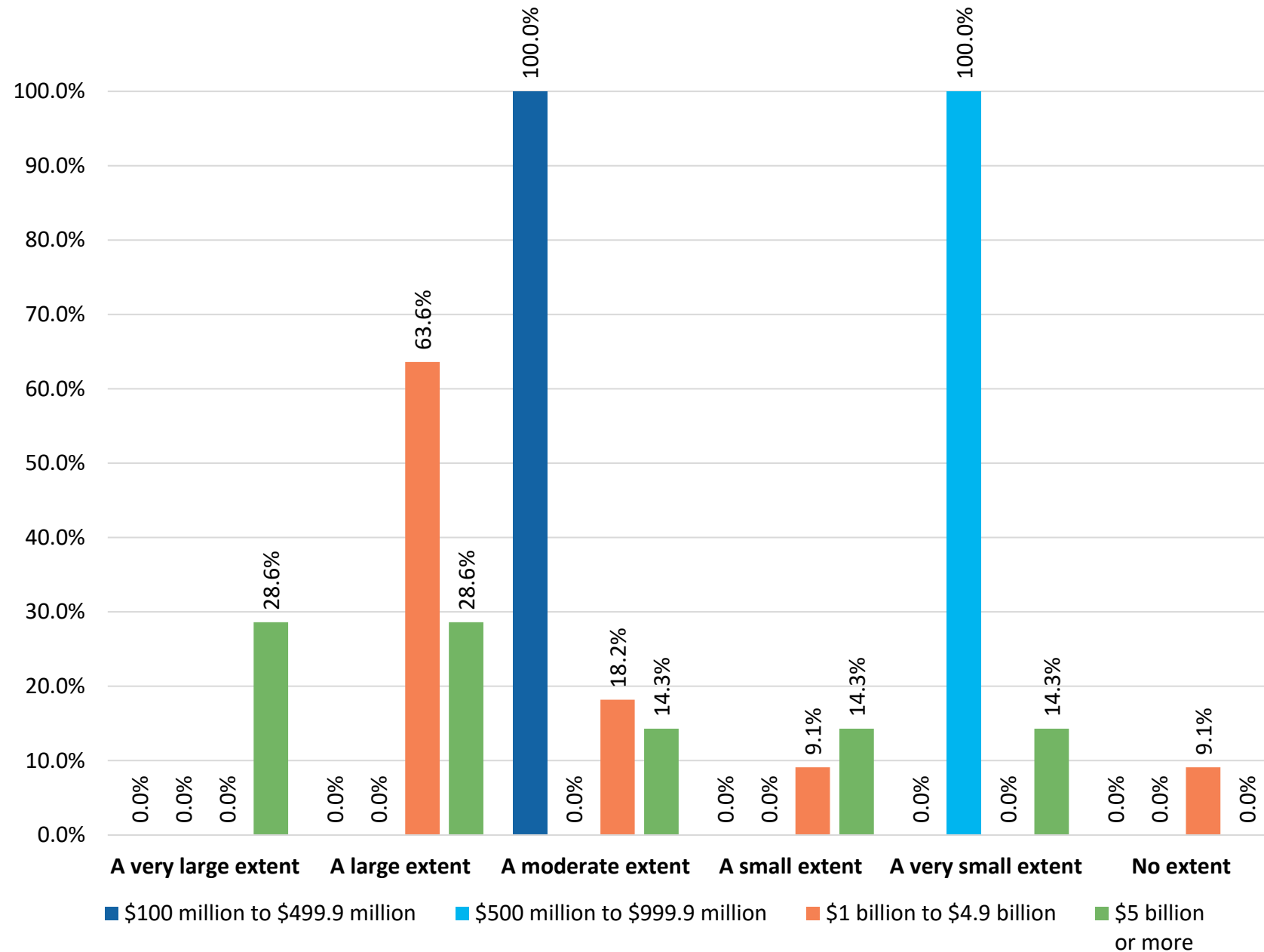
# Do you feel your current Board compensation structure is competitive?



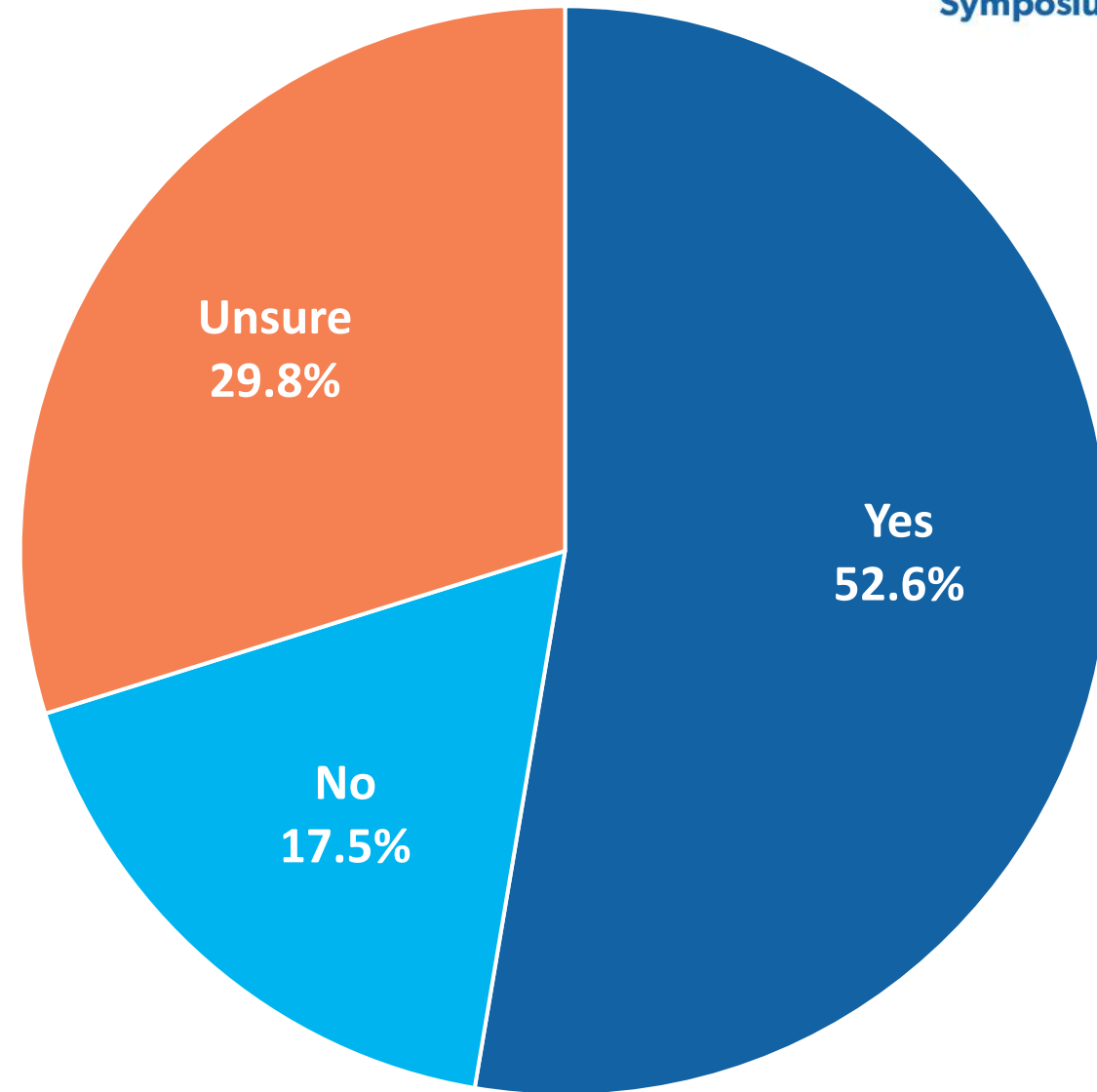


To what extent do you think the compensation structure helps recruit qualified Board members?

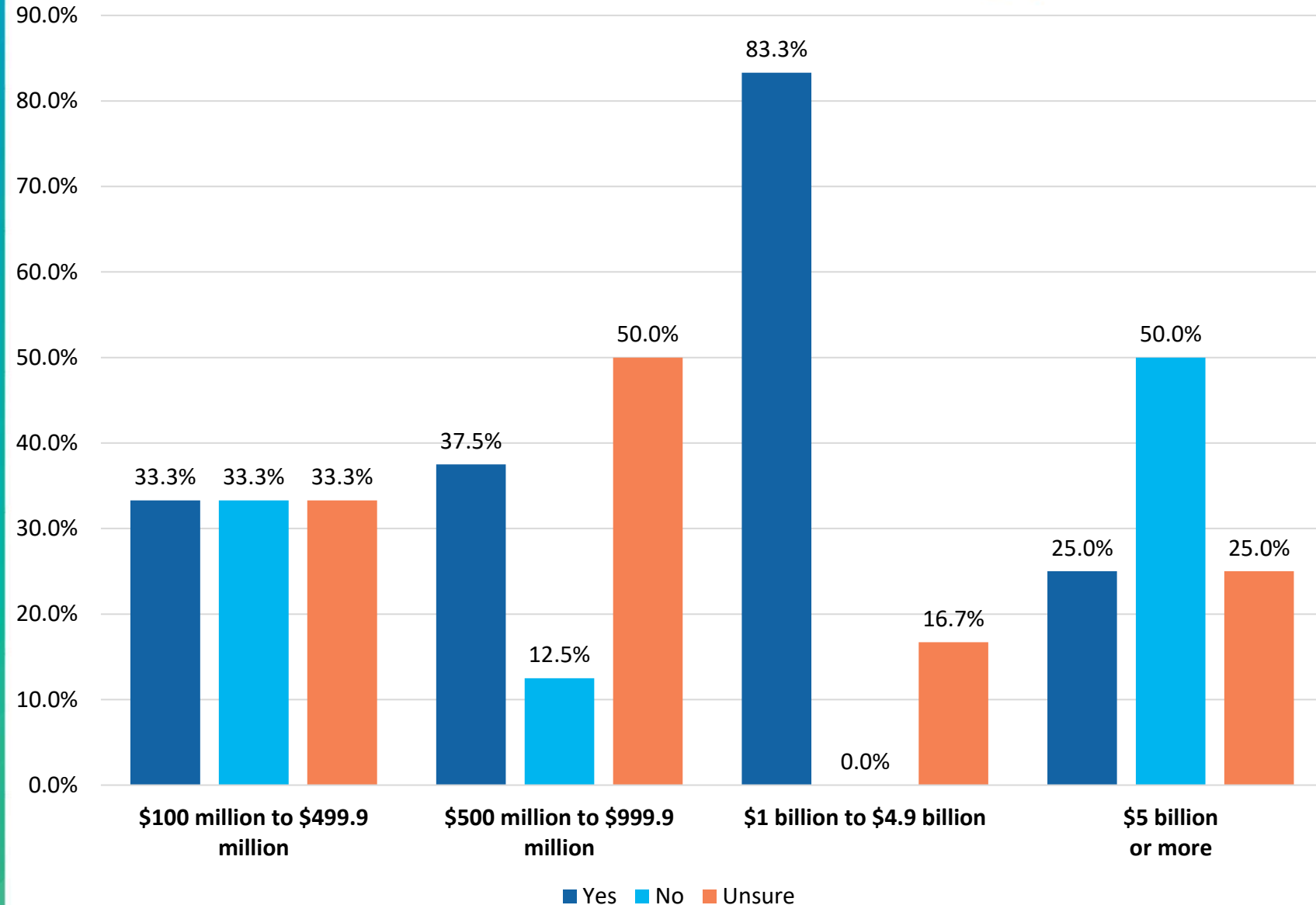
# To what extent do you think the compensation structure helps recruit qualified Board members?



Would your credit union consider compensating Board members if it were allowed in your state?

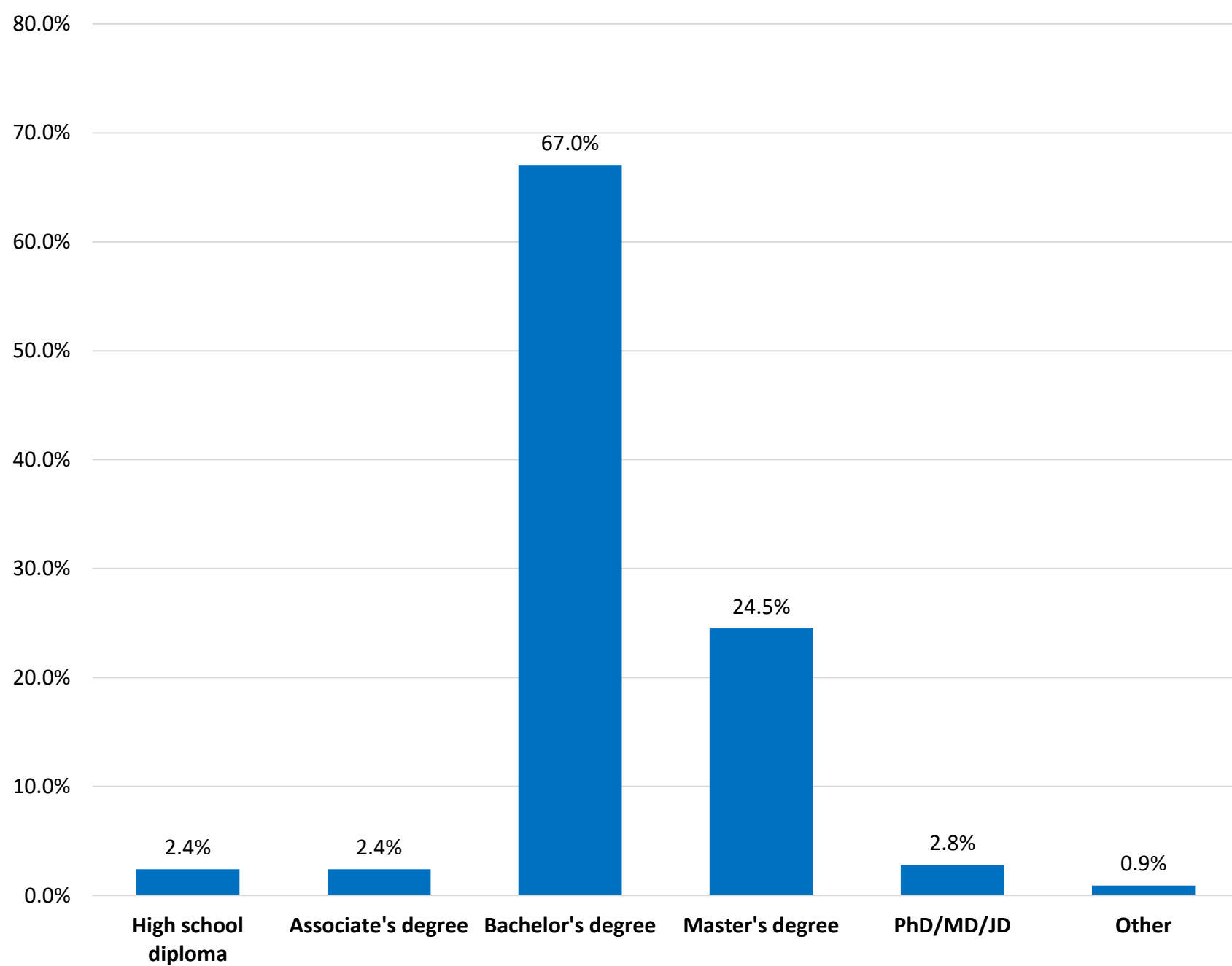


Would your credit union consider compensating Board members if it were allowed in your state?

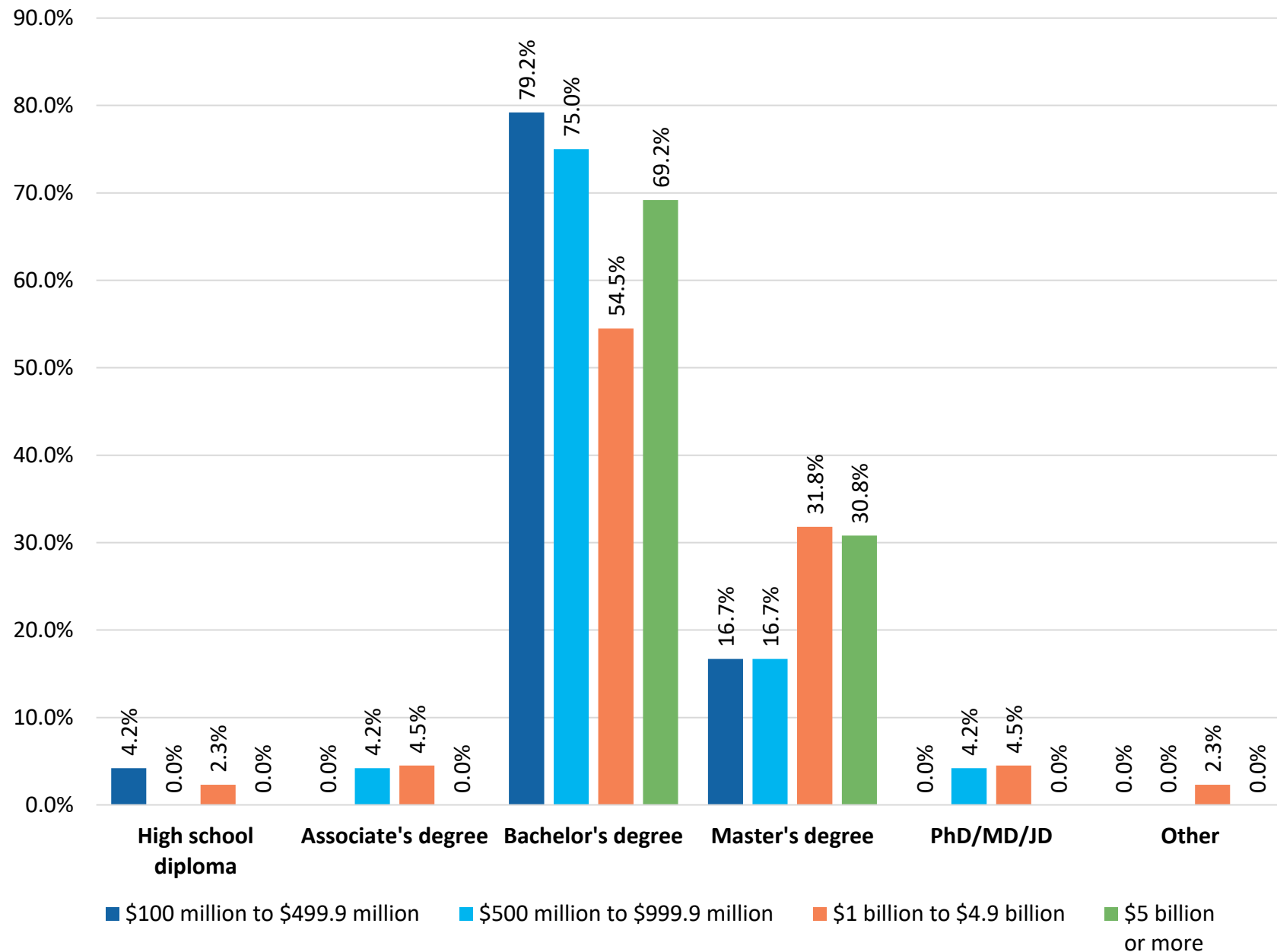




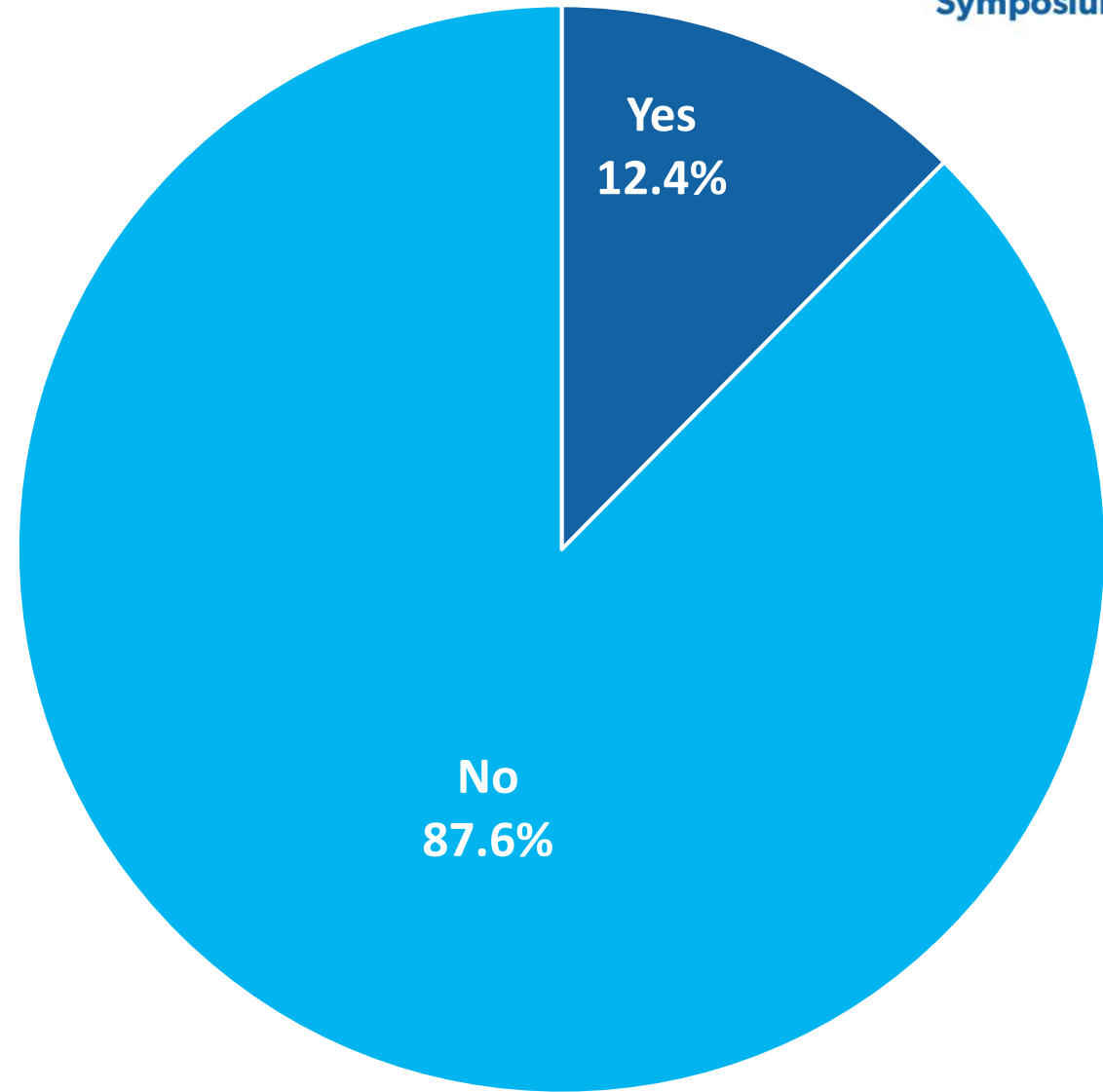
# What is the predominant education level of Board members?



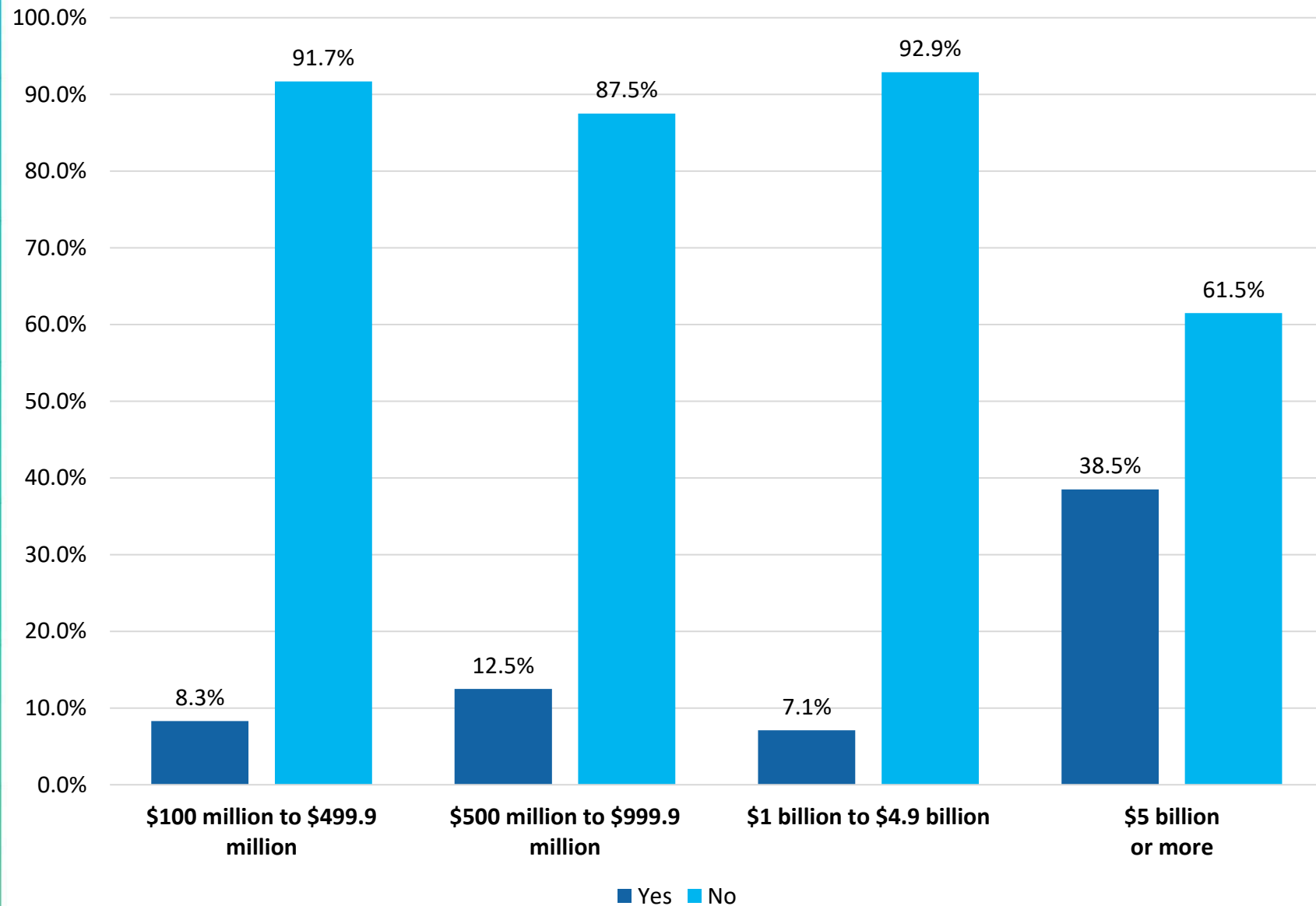
# What is the predominant education level of Board members?

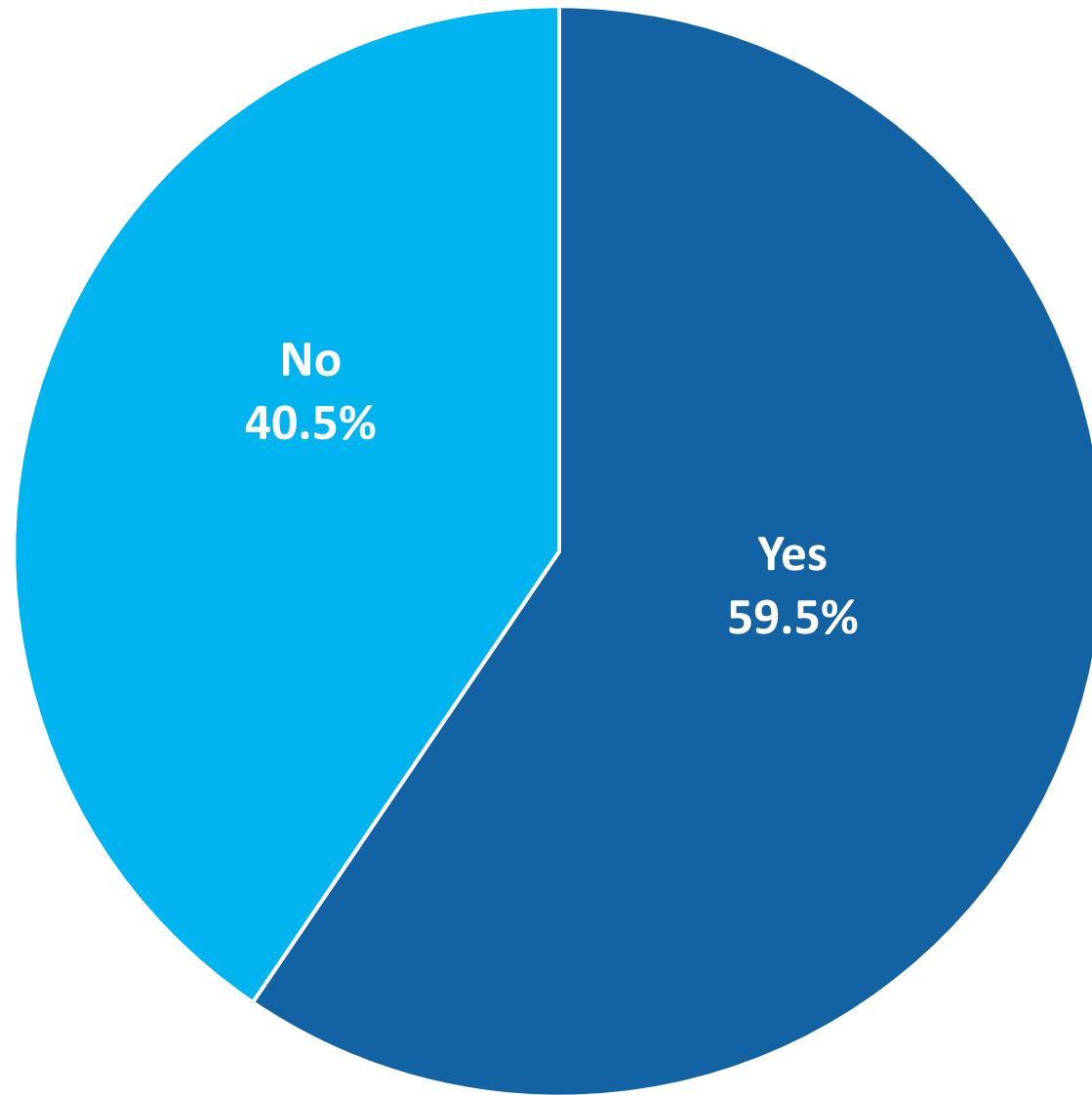


## Is the current CEO on the Board?

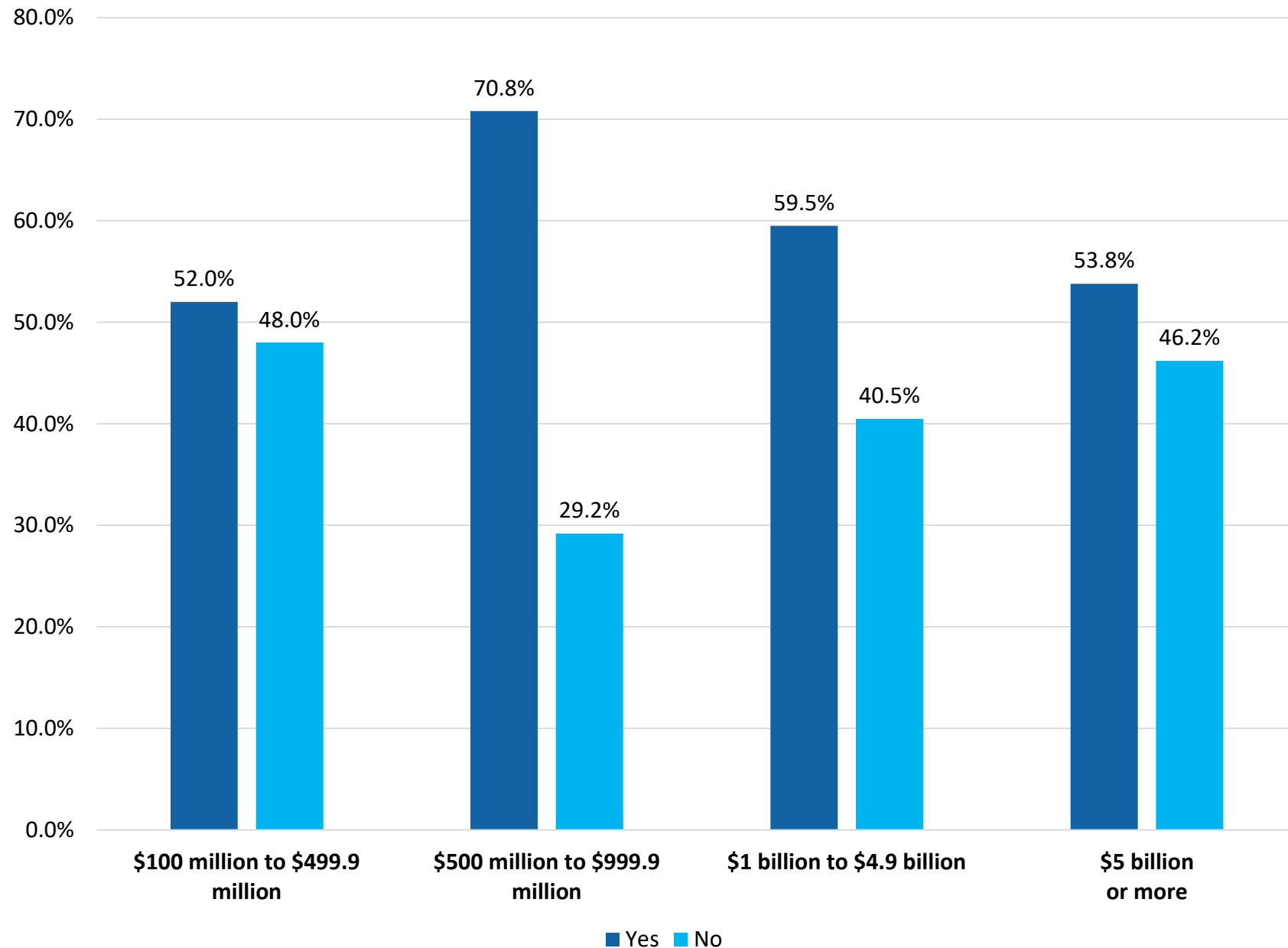


# Is the current CEO on the Board?





**Do you feel there is a  
conflict of interest if  
the CEO serves on the  
Board?**



Do you feel there is a conflict of interest if the CEO serves on the Board?

## How many directors serve on your Board?

Overall Mean # of Directors	8.22
Overall Median # of Directors	9.00

8.7% have 11 Directors

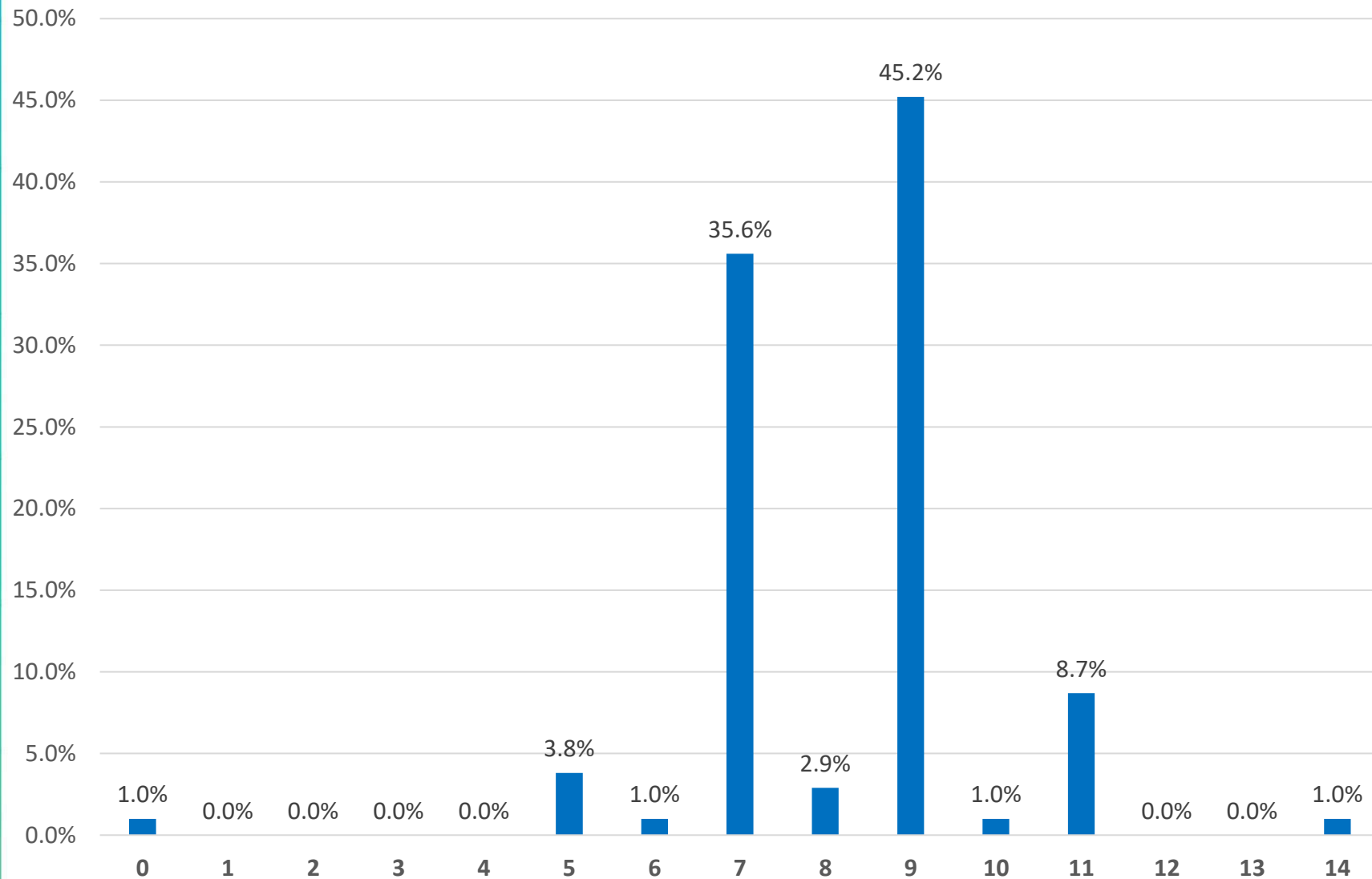
45.2% have 9 Directors

35.6% have 7 Directors

3.8% have 5 Directors

# How many directors serve on your Board?

Mean	8.22
Median	9.00

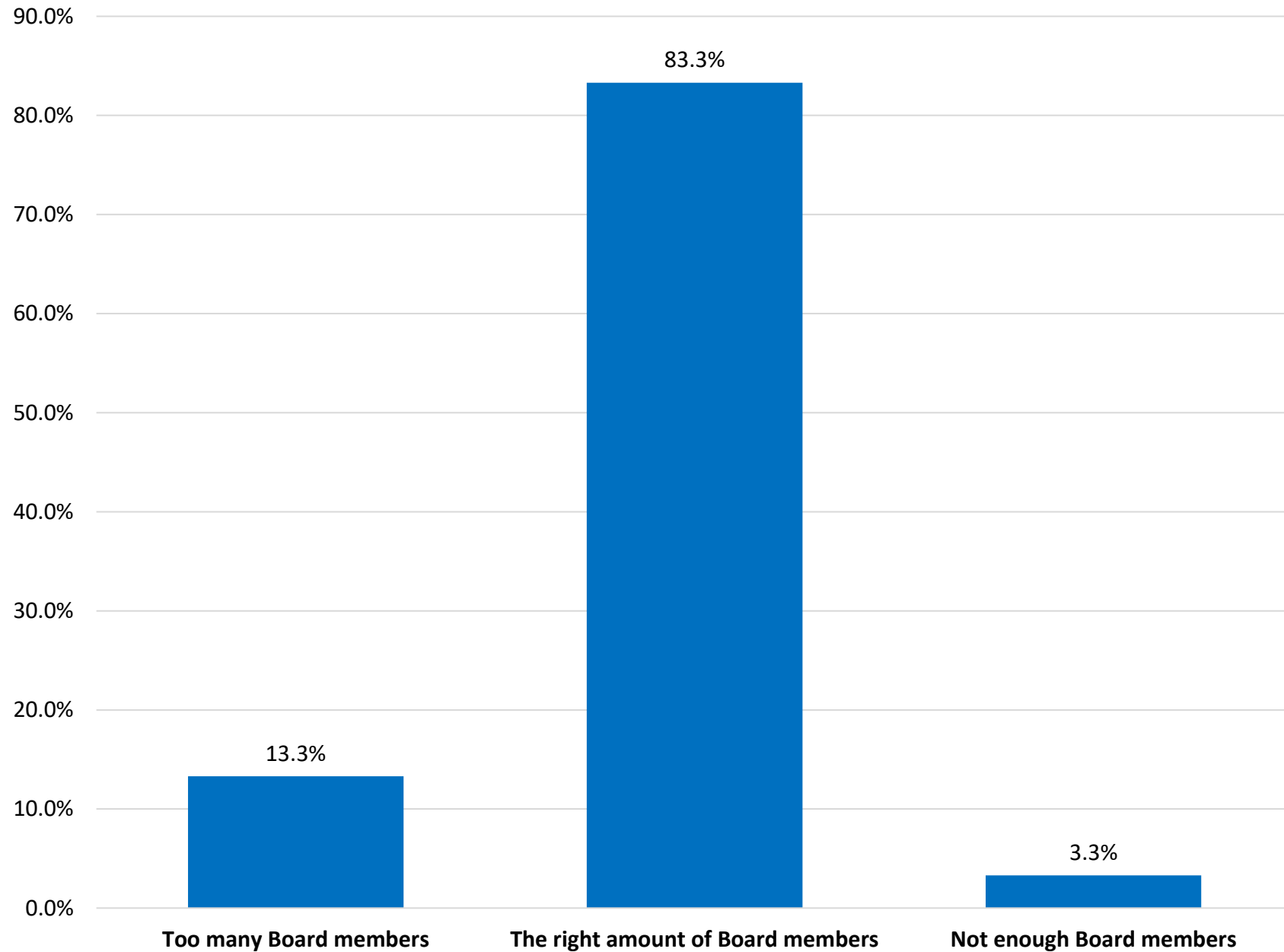




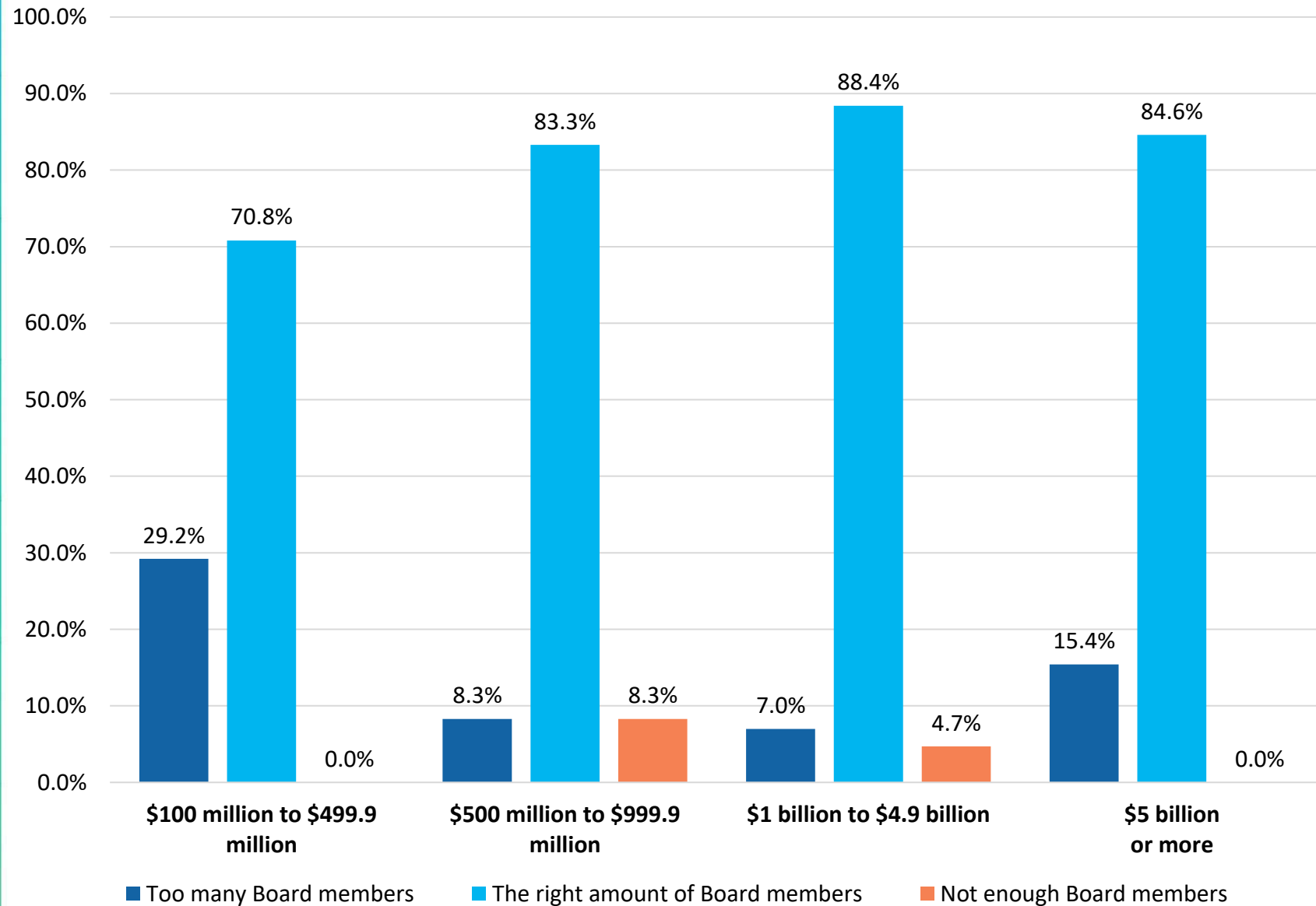
# How many directors serve on your Board?

	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	8.38	8.17	8.05	8.83

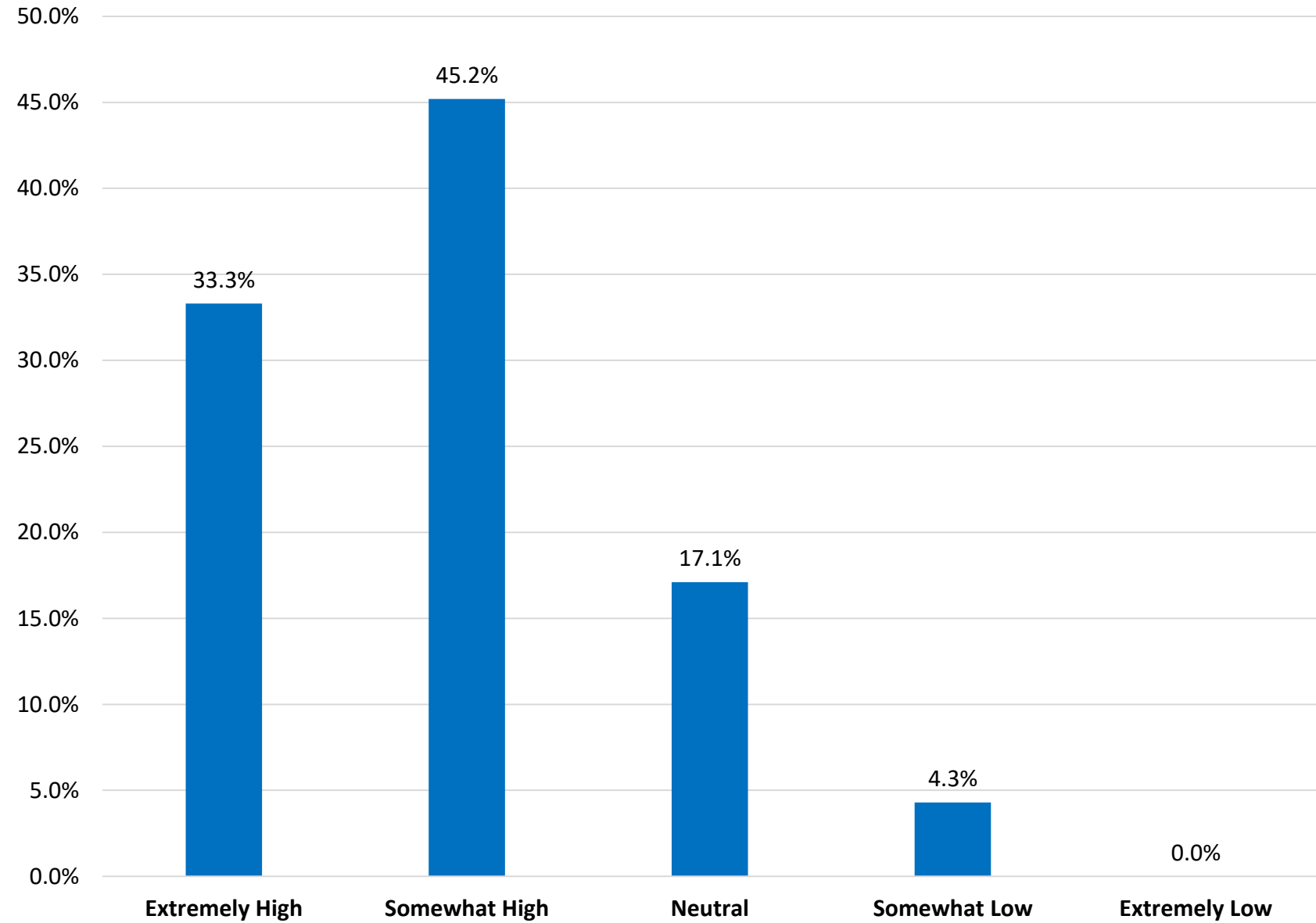
# Concerning the size of the Board, do you feel that there are...

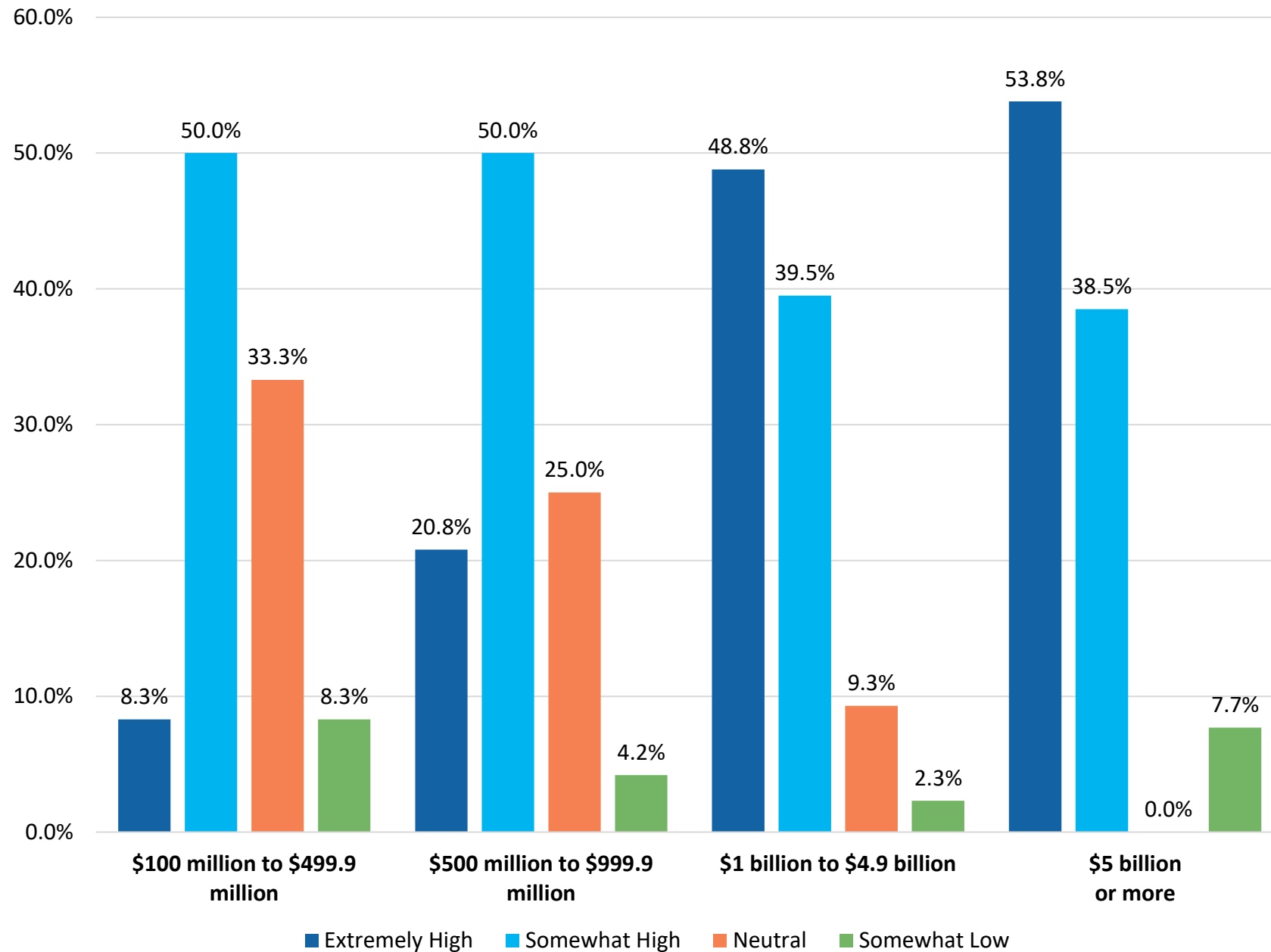


# Concerning the size of the Board, do you feel that there are...

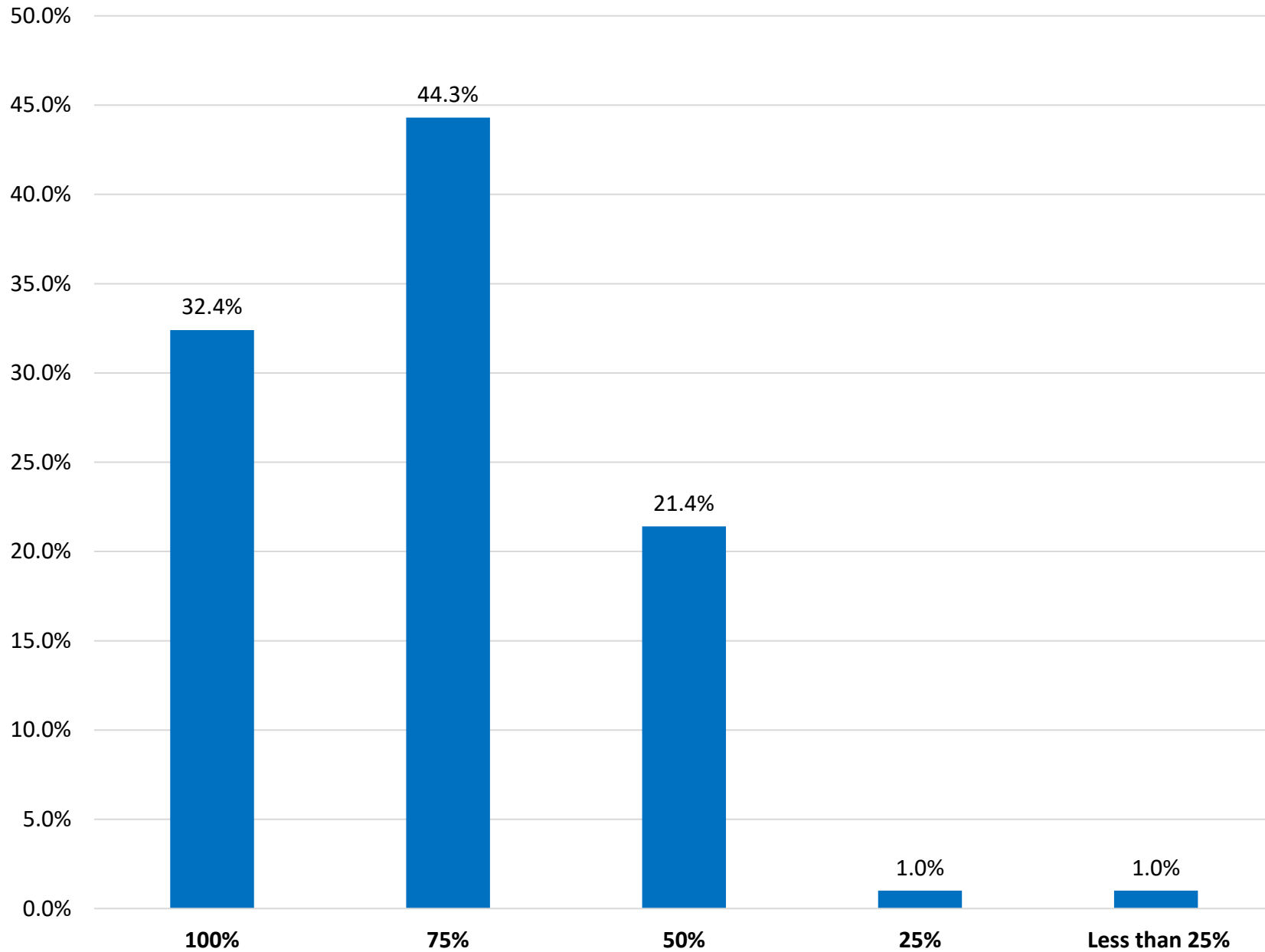


How would you describe the overall engagement level of Board members at your credit union?



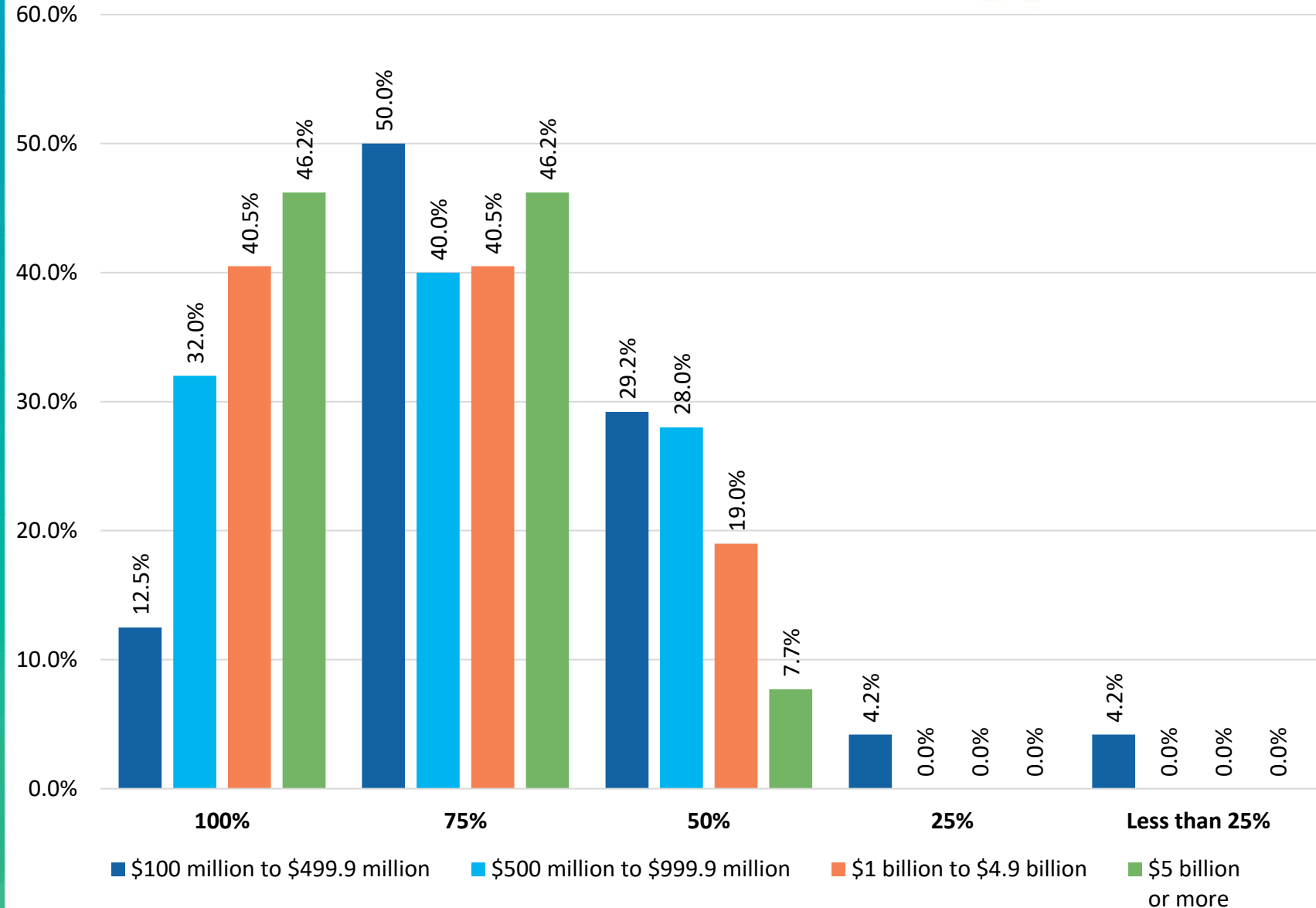


How would you describe the overall engagement level of Board members at your credit union?

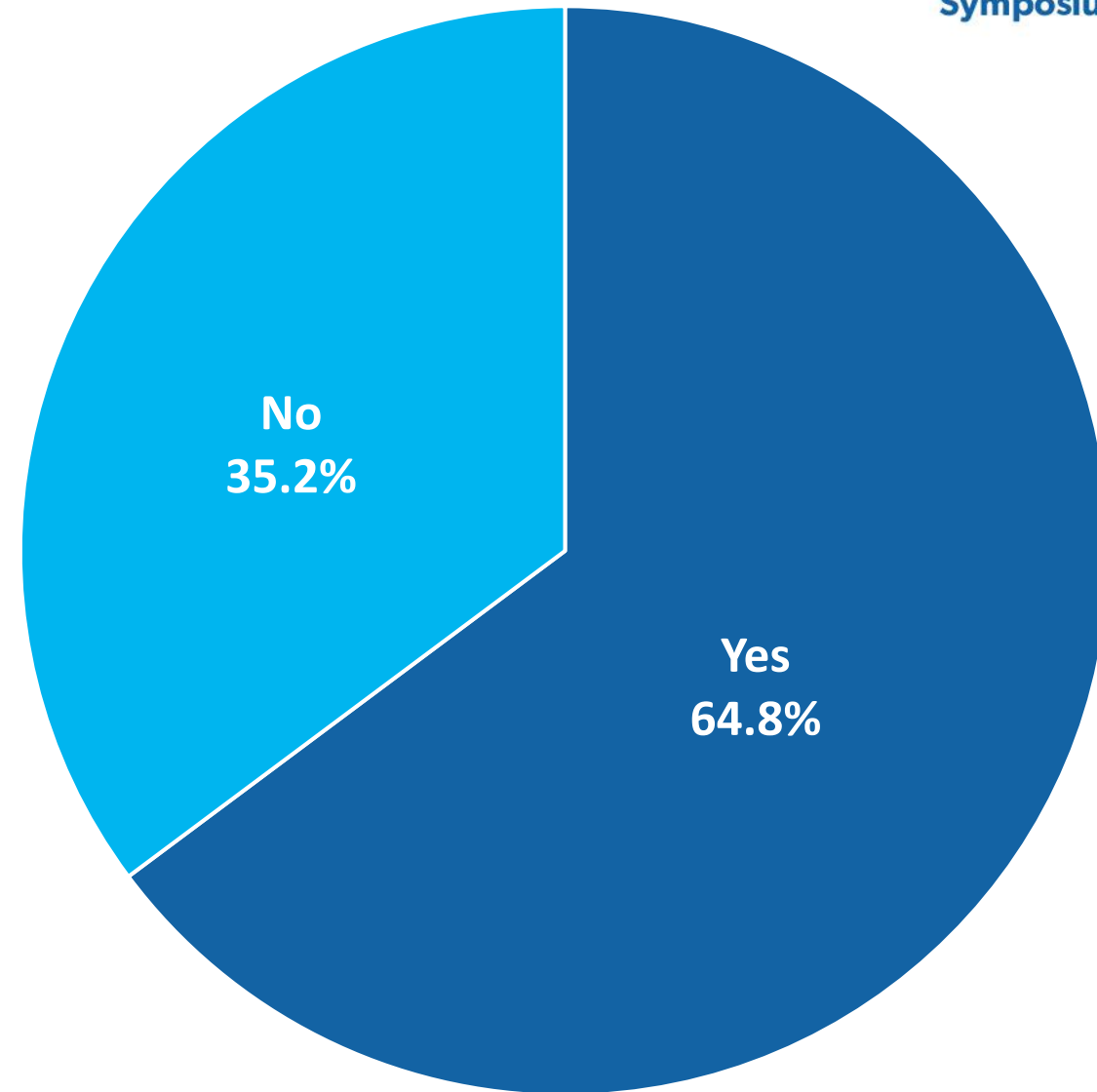


What portion of the Board do you believe is actively engaged?

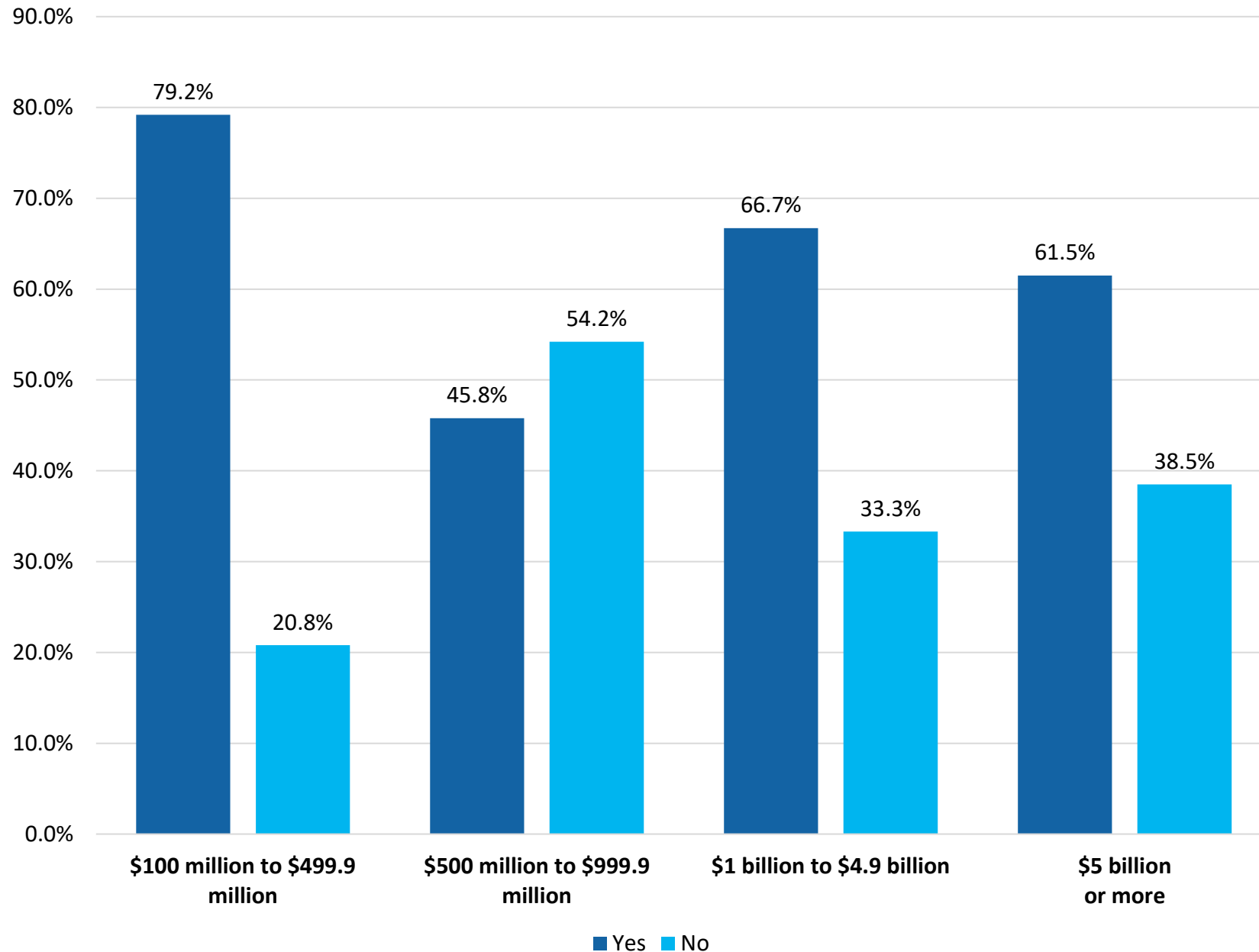
# What portion of the Board do you believe is actively engaged?



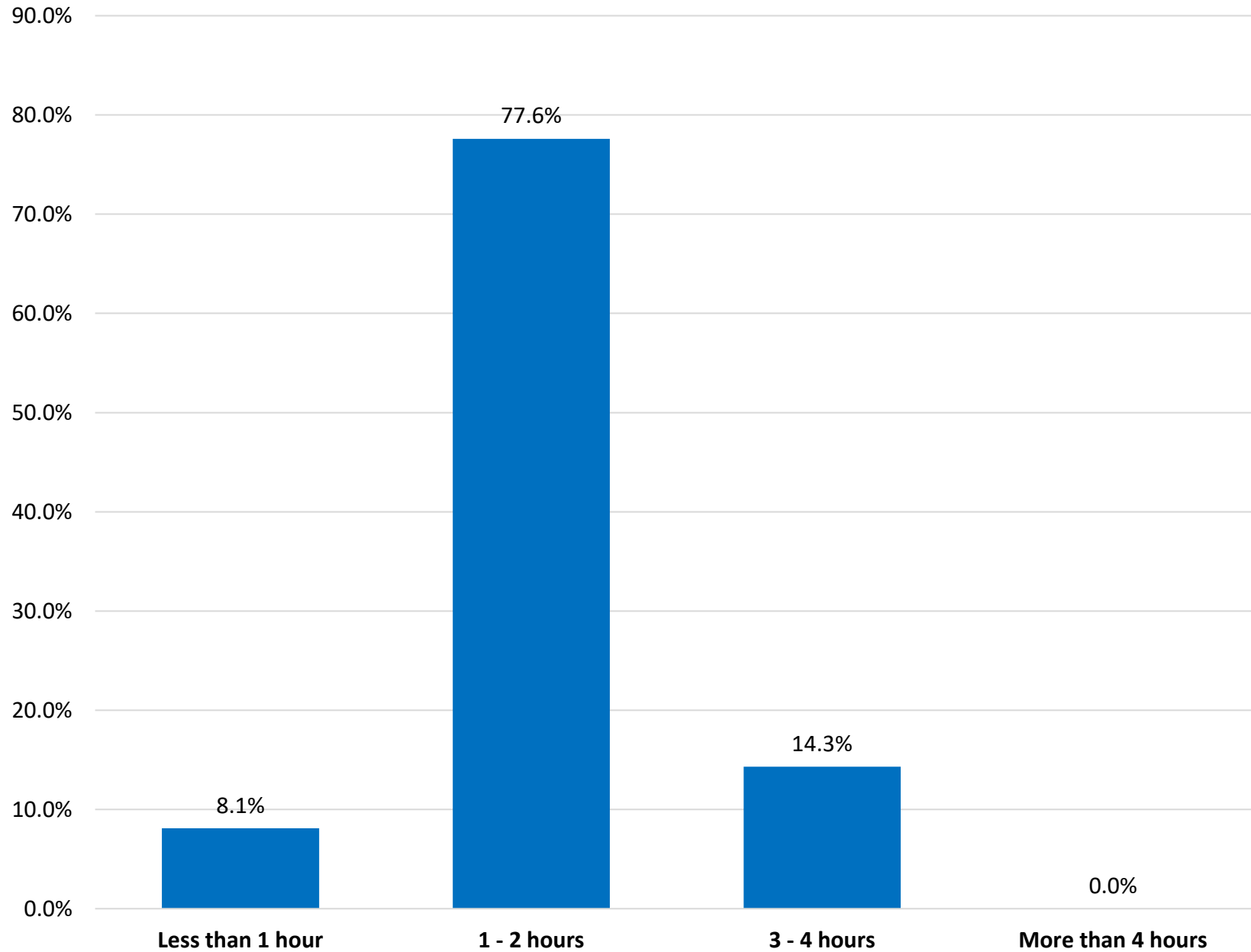
Do you feel the Board  
accurately represents  
the demographics of  
the credit union  
membership?





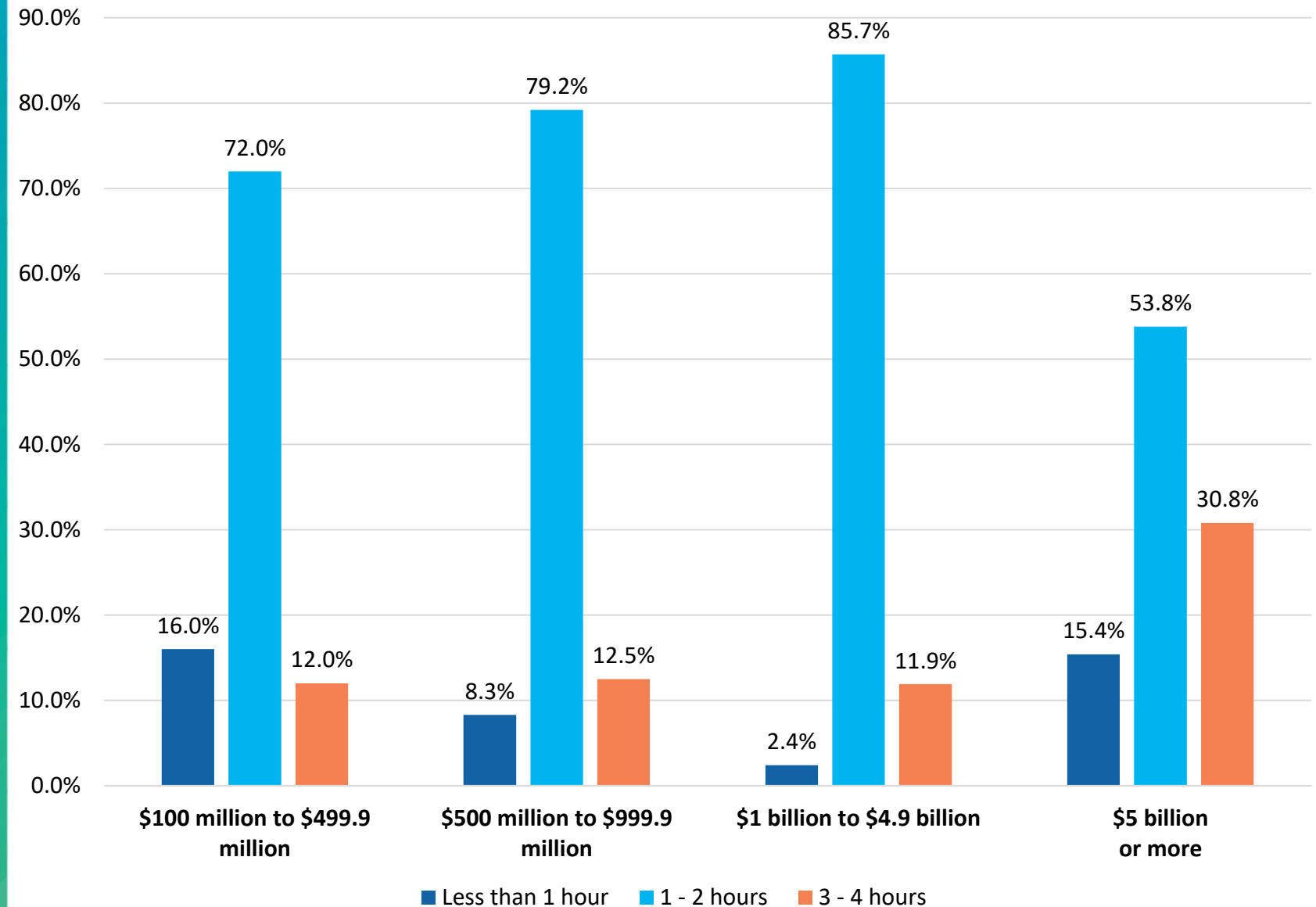


Do you feel the Board accurately represents the demographics of the credit union membership?

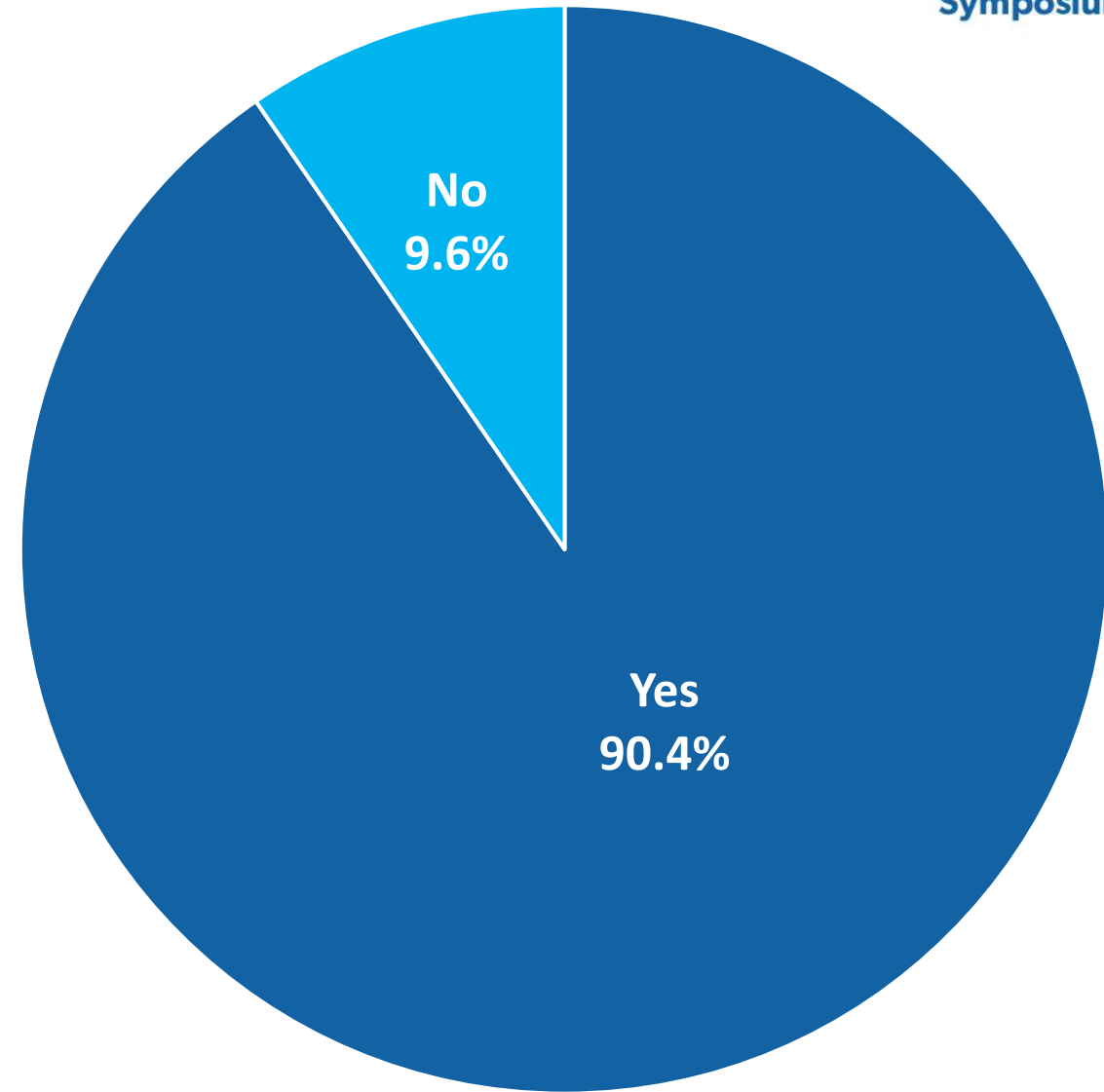


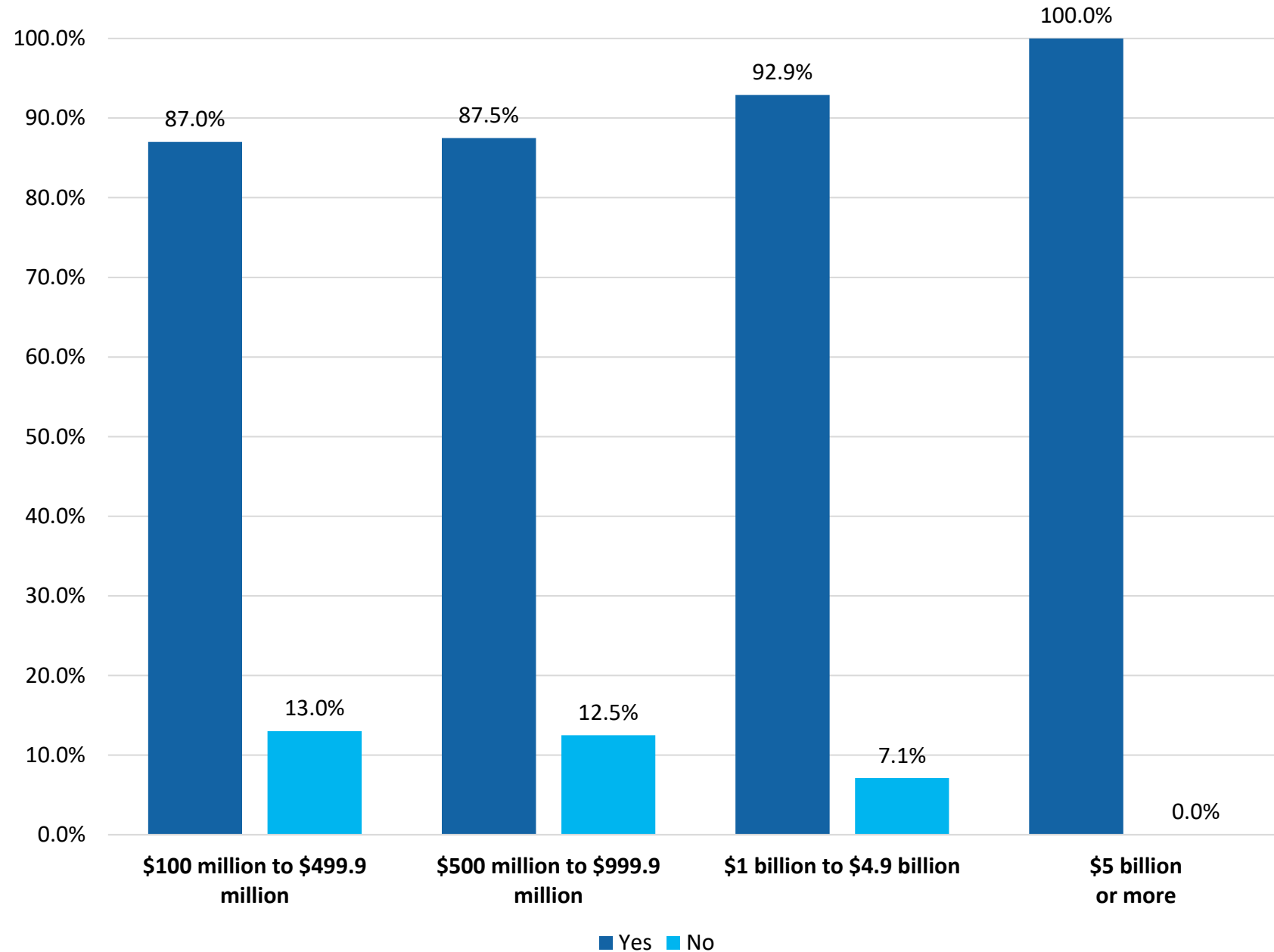
# How long is a typical monthly Board meeting?

# How long is a typical monthly Board meeting?

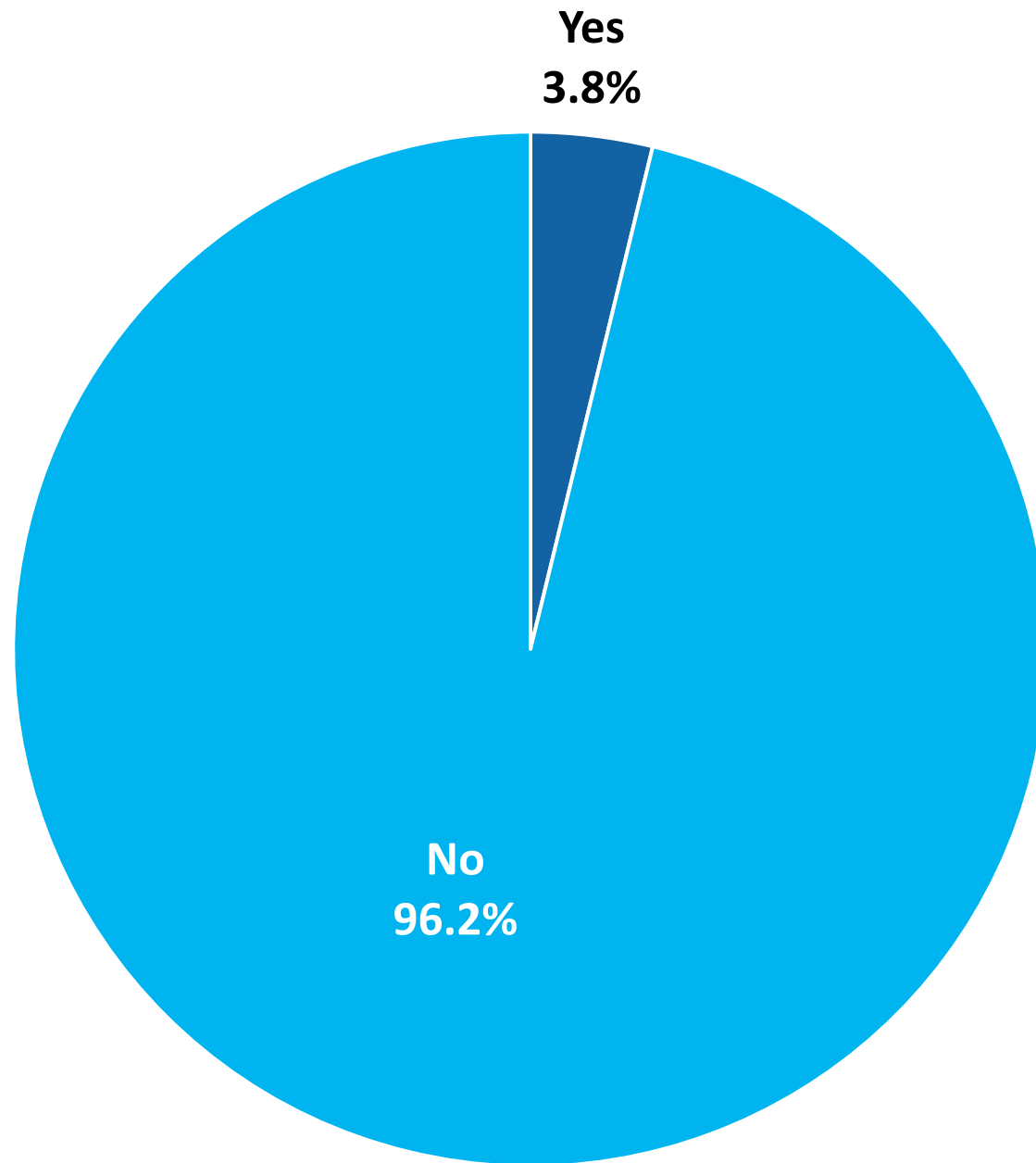


## Do you use a Consent Agenda?



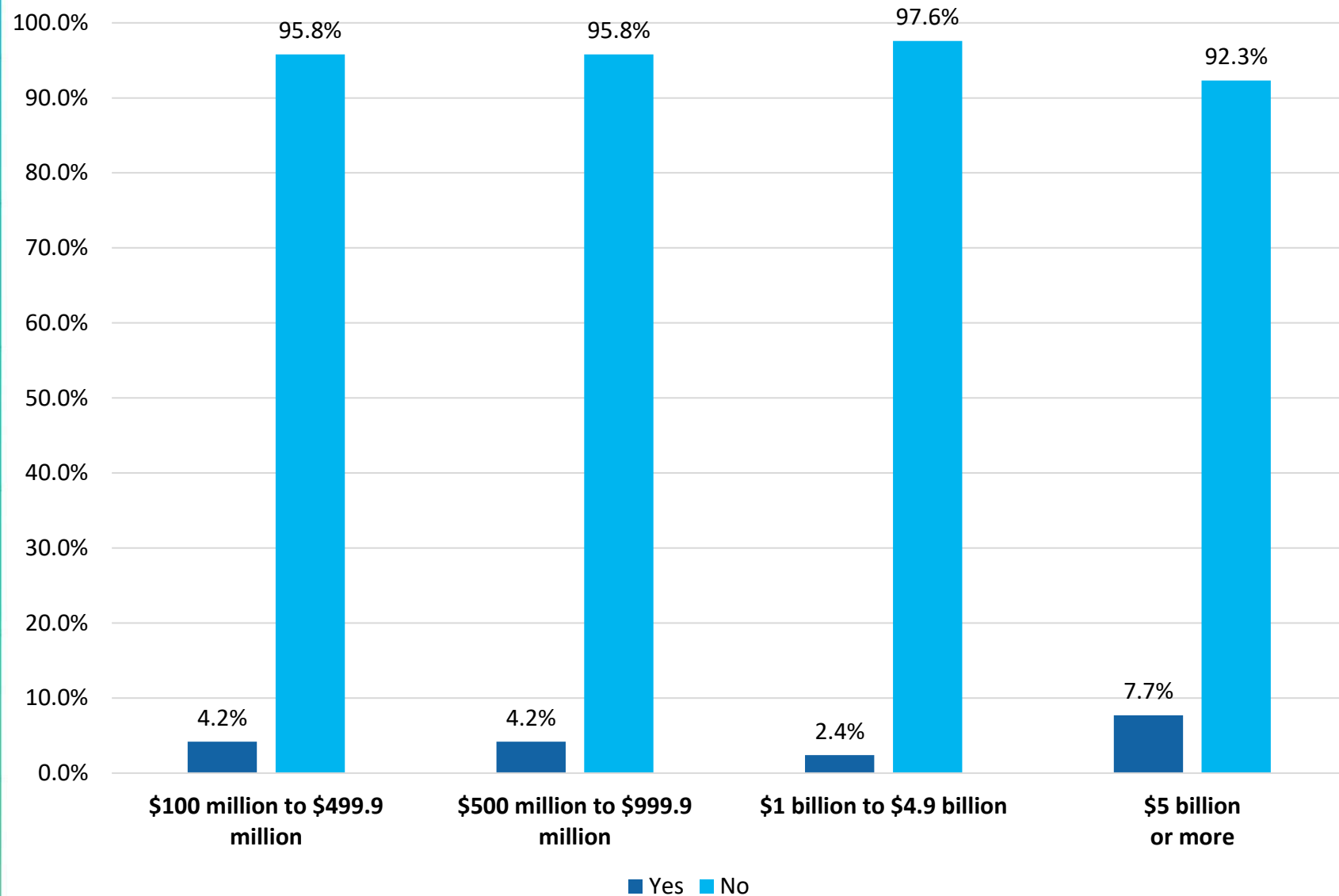


# Do you use a Consent Agenda?

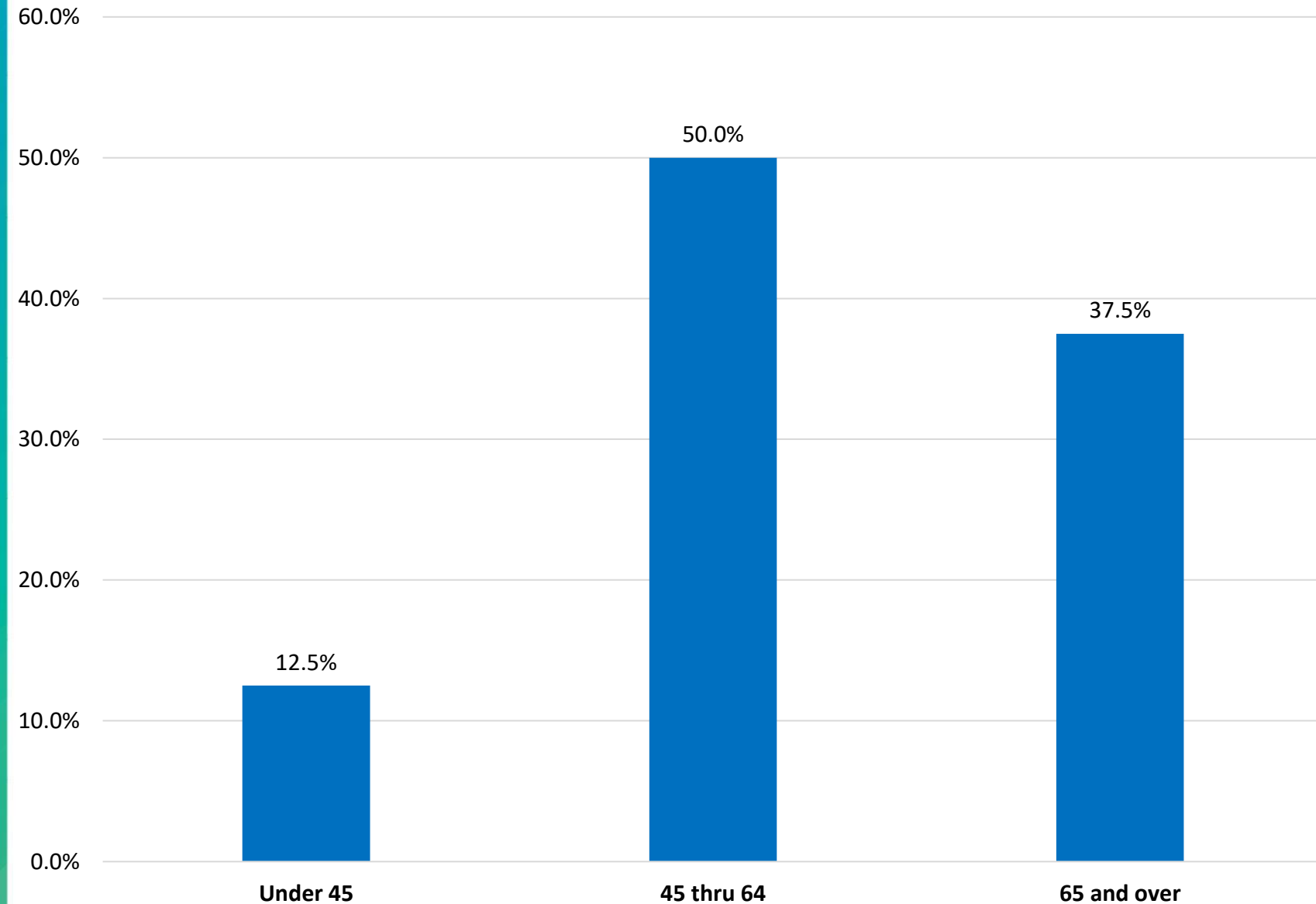


**Does your credit union have set age limits for Board members?**

# Does your credit union have set age limits for Board members?



Please fill out how many Board members (in your best estimation) fall into the following age categories.





Please fill out how many Board members (in your best estimation) fall into the following age categories.

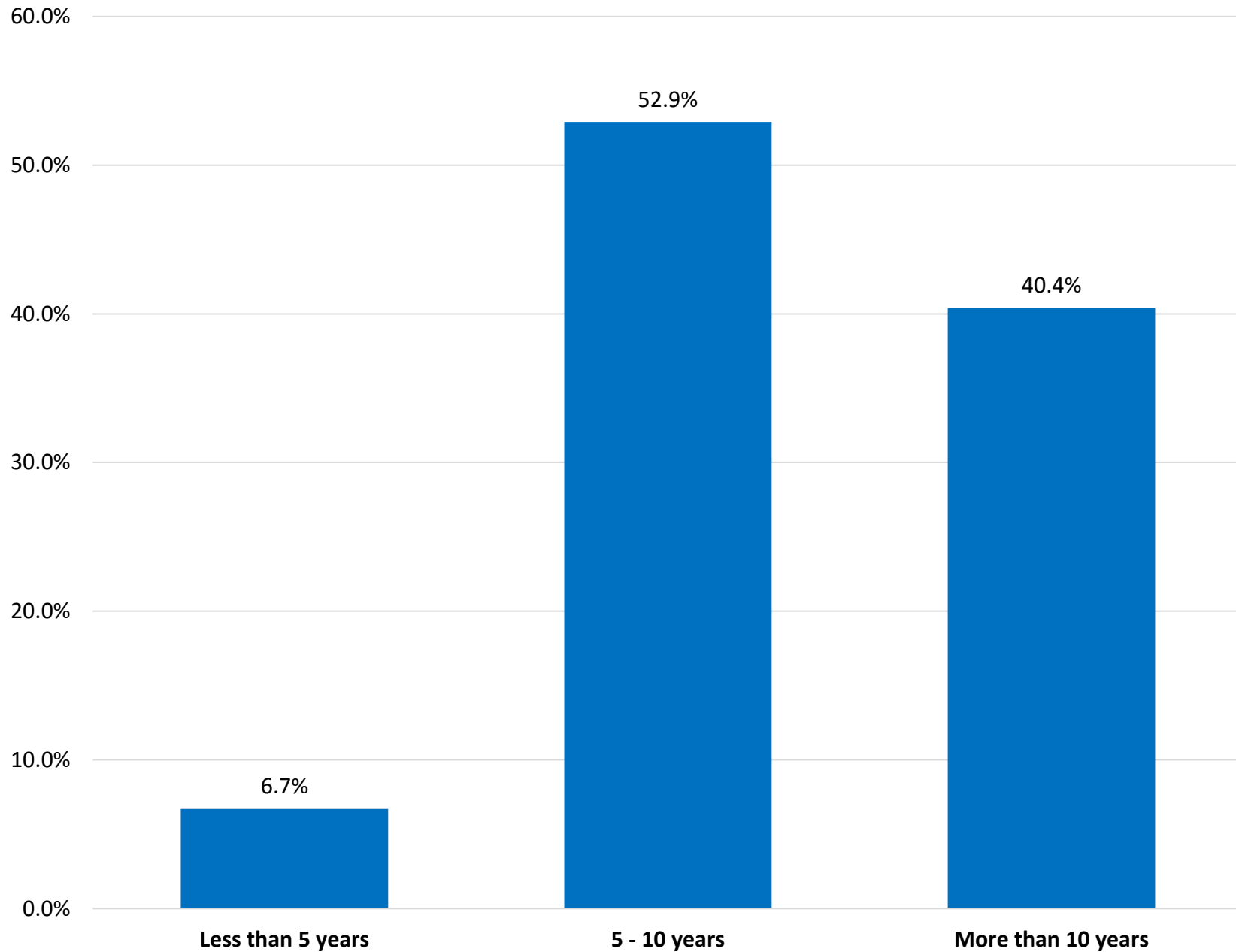
	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Under 45	12.2%	11.9%	10.9%	15.1%
45 thru 64	50.3%	41.5%	48.3%	46.2%
65 and over	37.5%	46.5%	40.8%	38.7%

**Overall Mean 2.77**

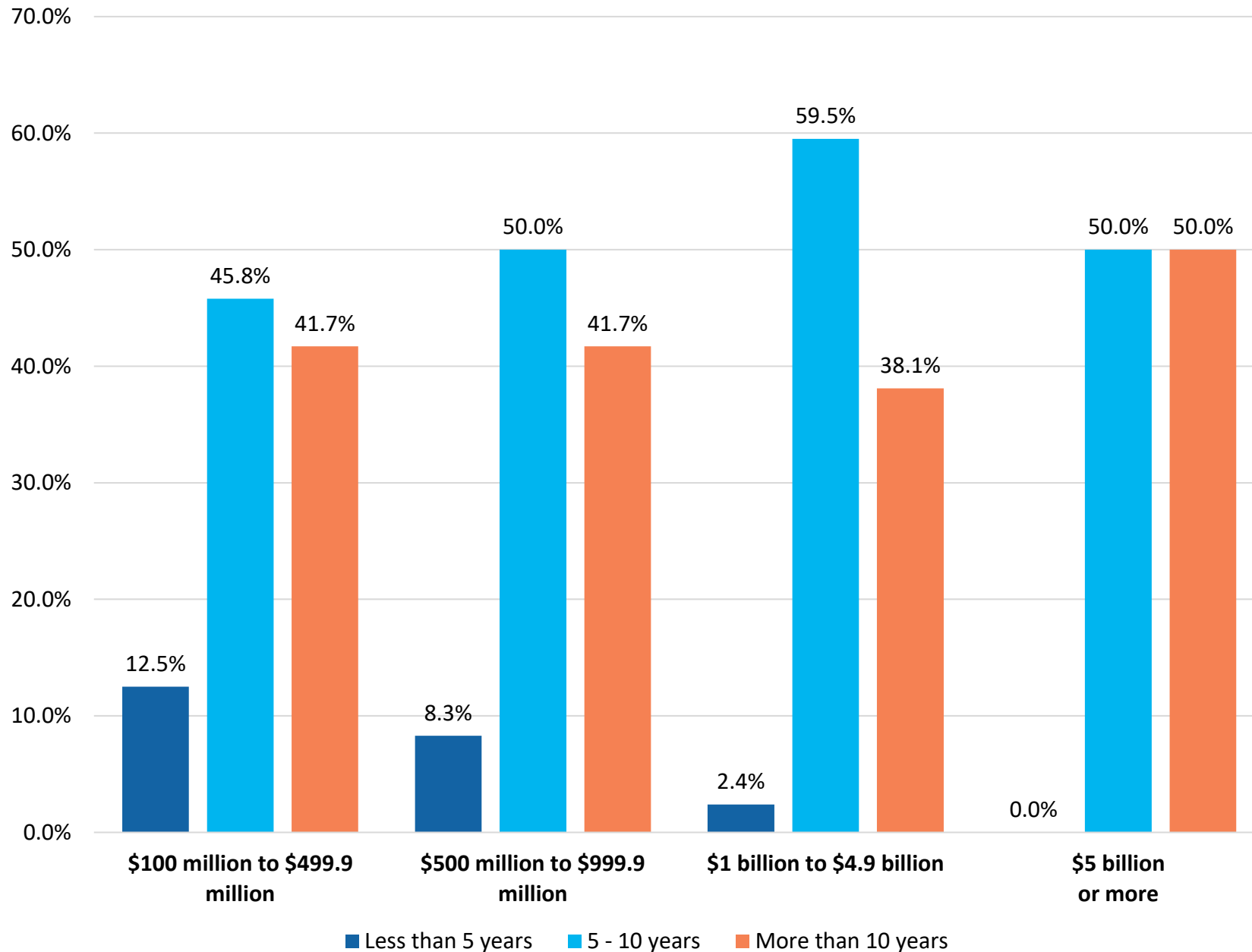
**Overall Median 3.00**

**How many  
Board members  
are female?**

	\$100 million to \$499.9 million	\$500 million to \$999.9 million	\$1 billion to \$4.9 billion	\$5 billion or more
Mean	2.75	2.58	2.60	3.58

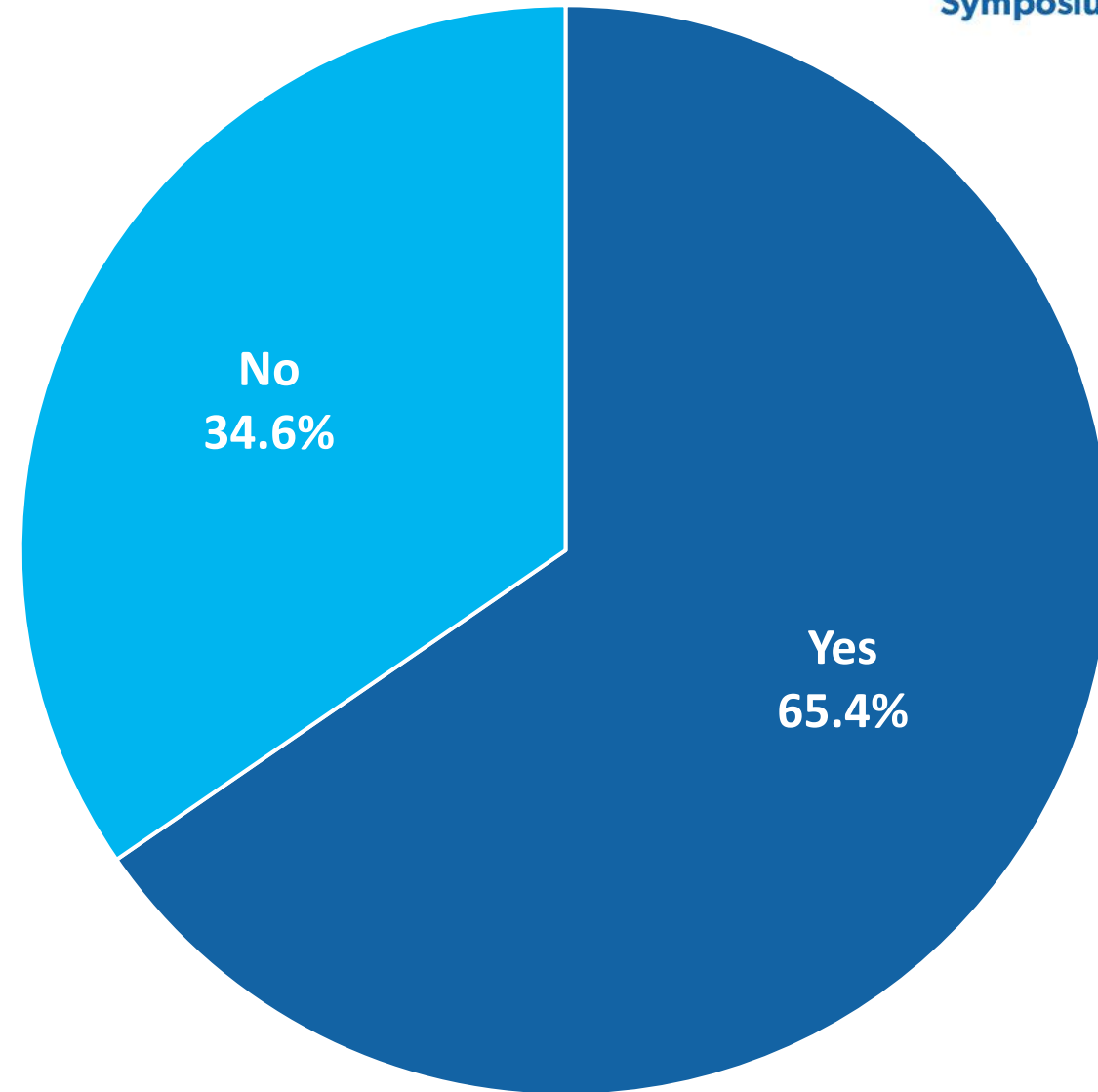


What is the average Board member tenure?

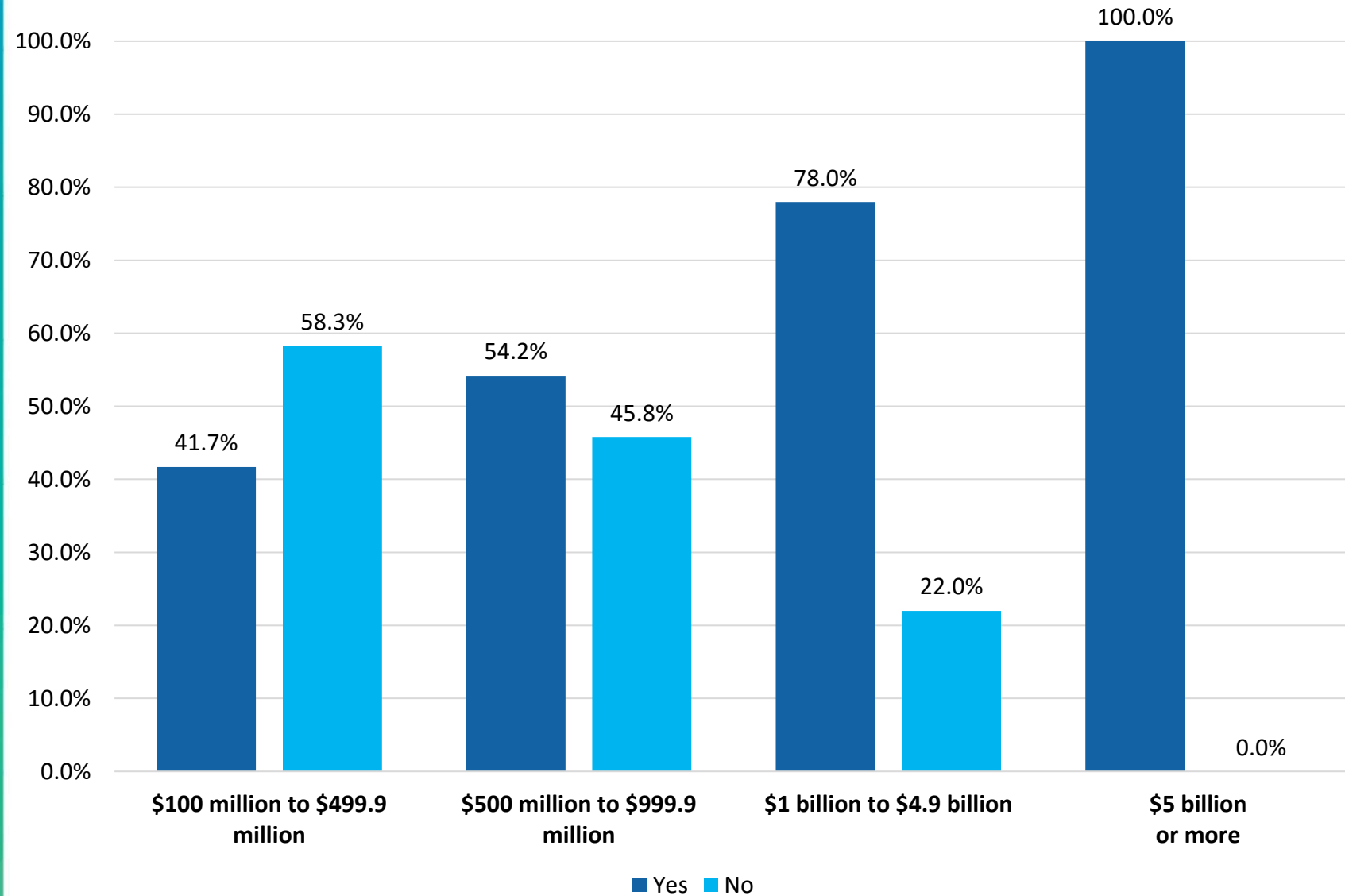


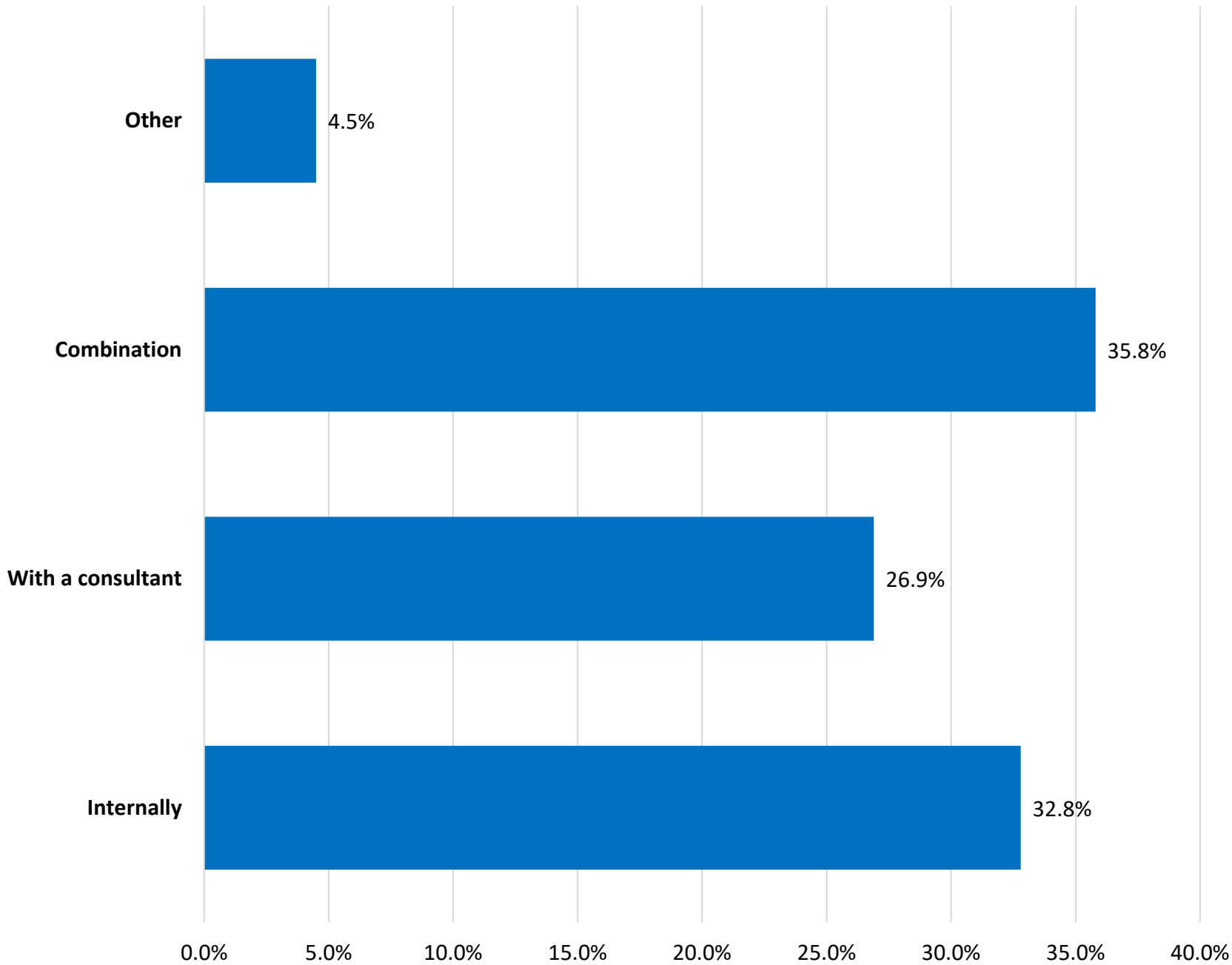
What is the average Board member tenure?

**Does your Board  
utilize a Board  
governance model?**

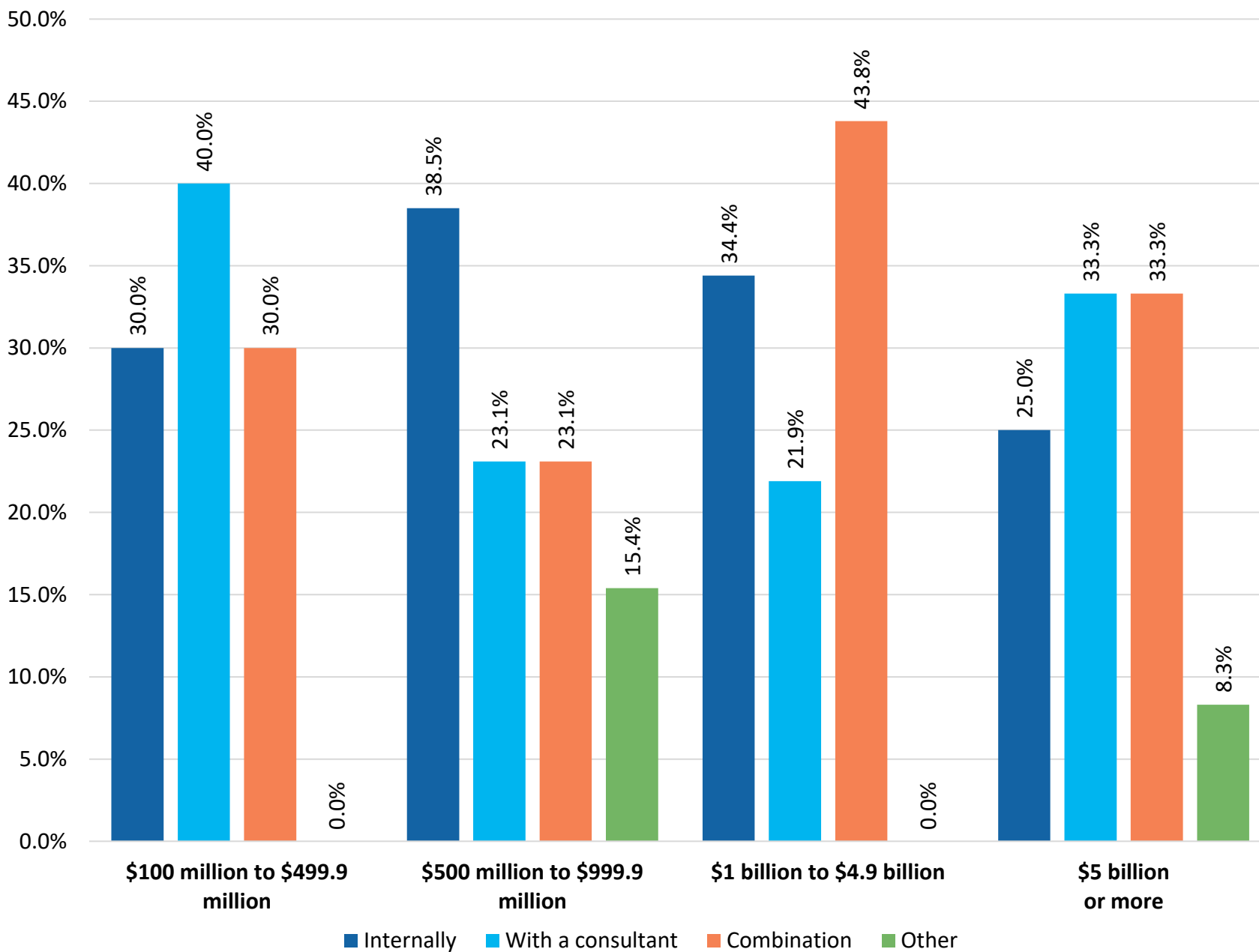


# Does your Board utilize a Board governance model?





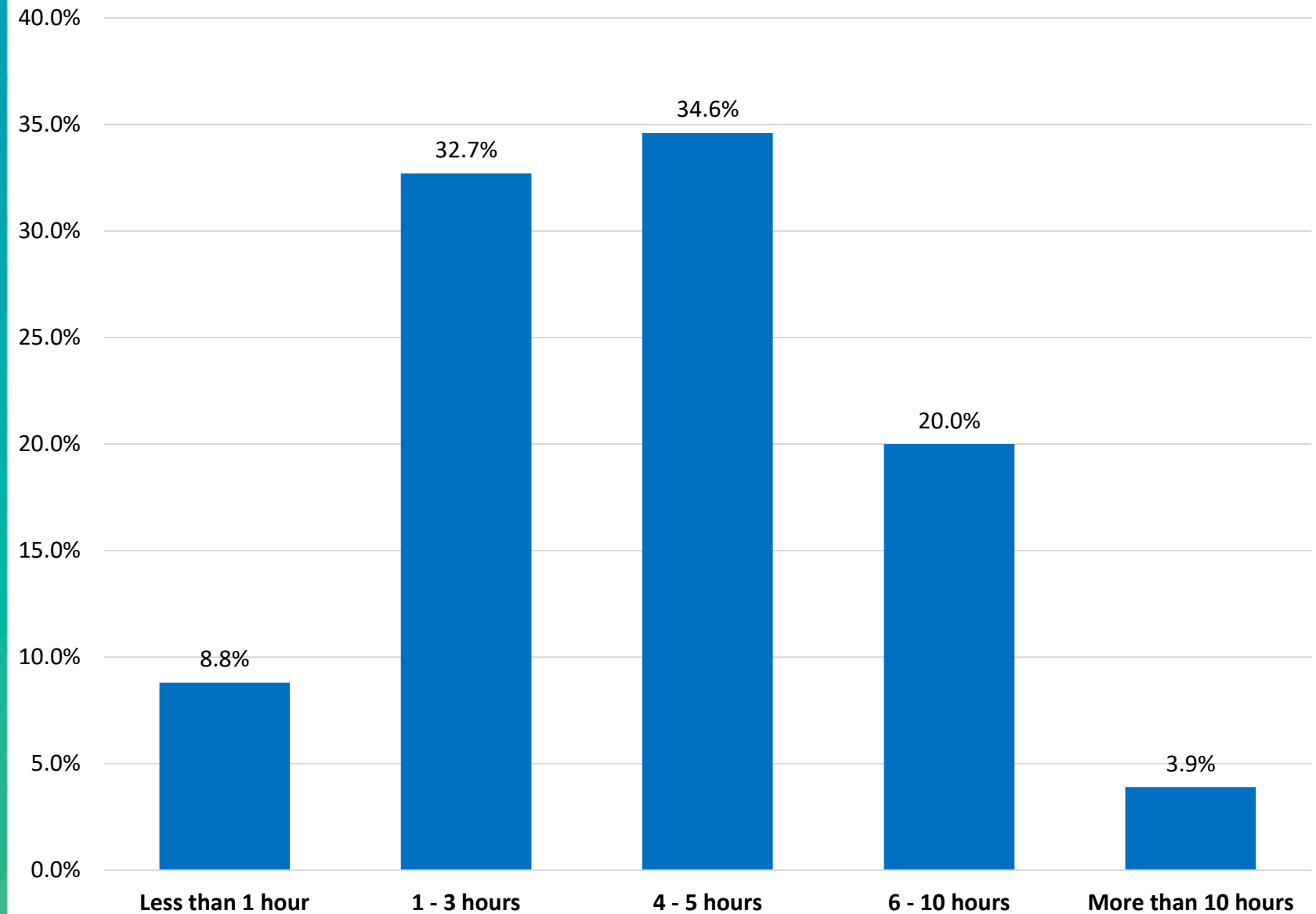
# How was your Board governance model developed?



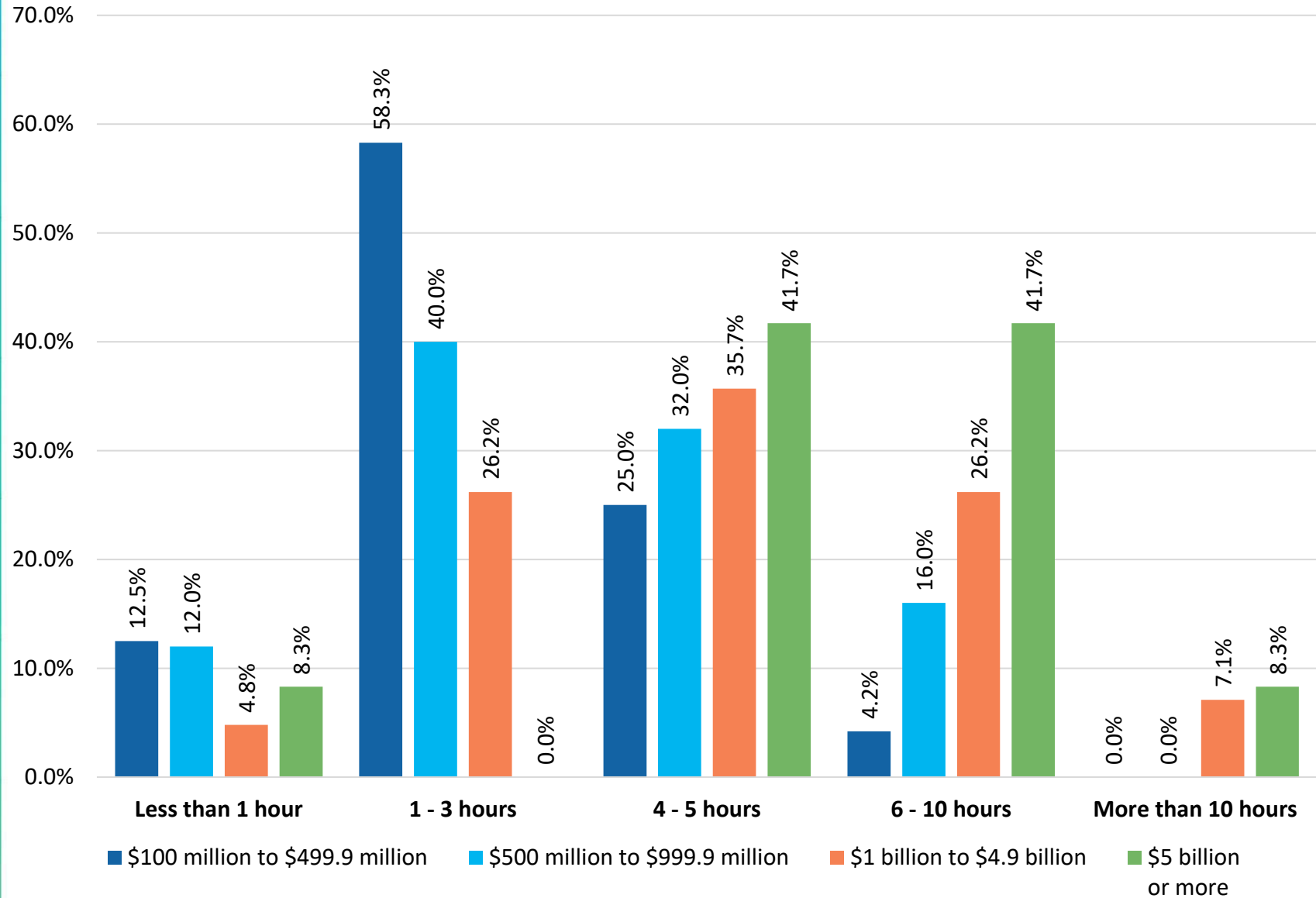
# How was your Board governance model developed?

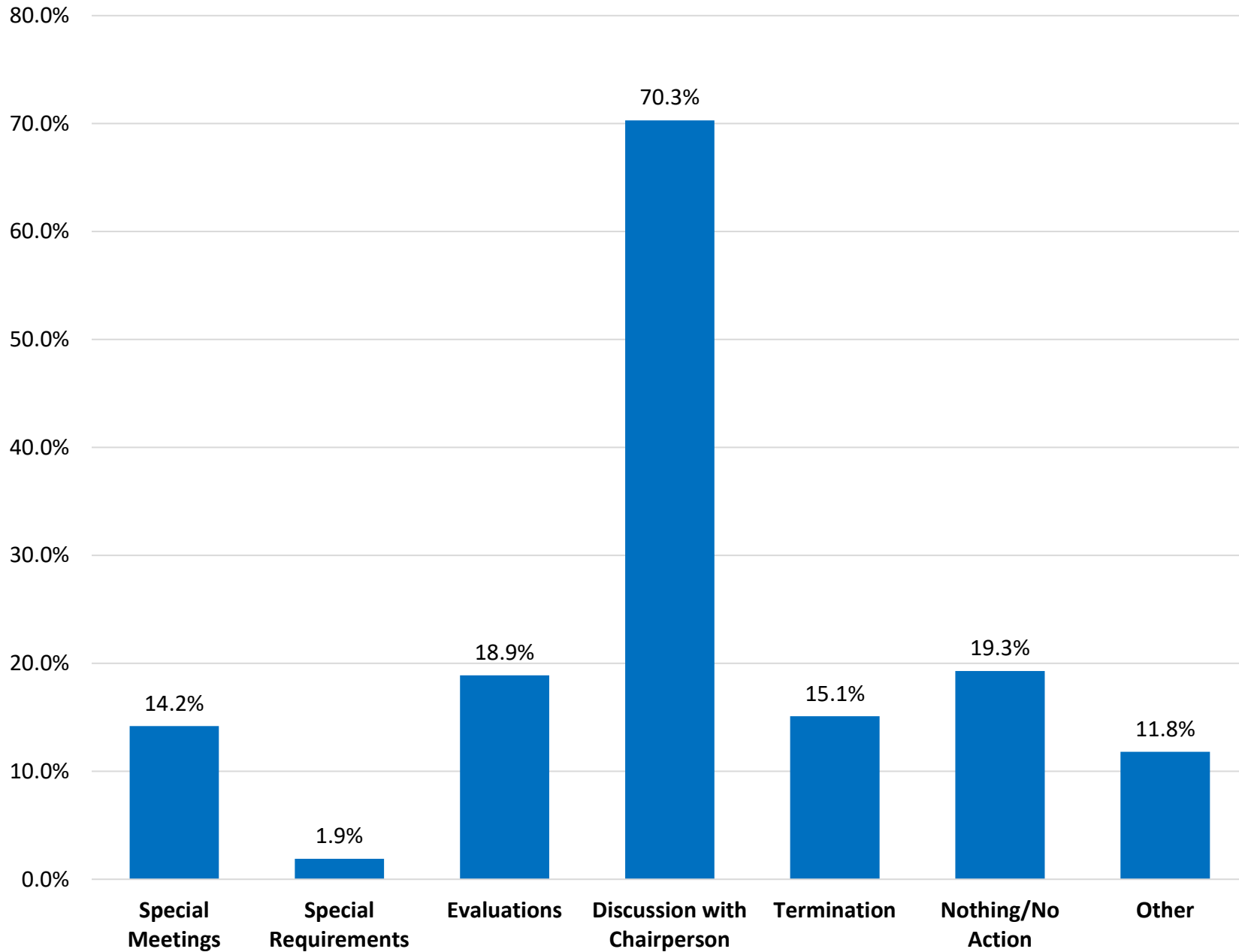


# How many hours per month on average are spent on Board duties?



# How many hours per month on average are spent on Board duties?

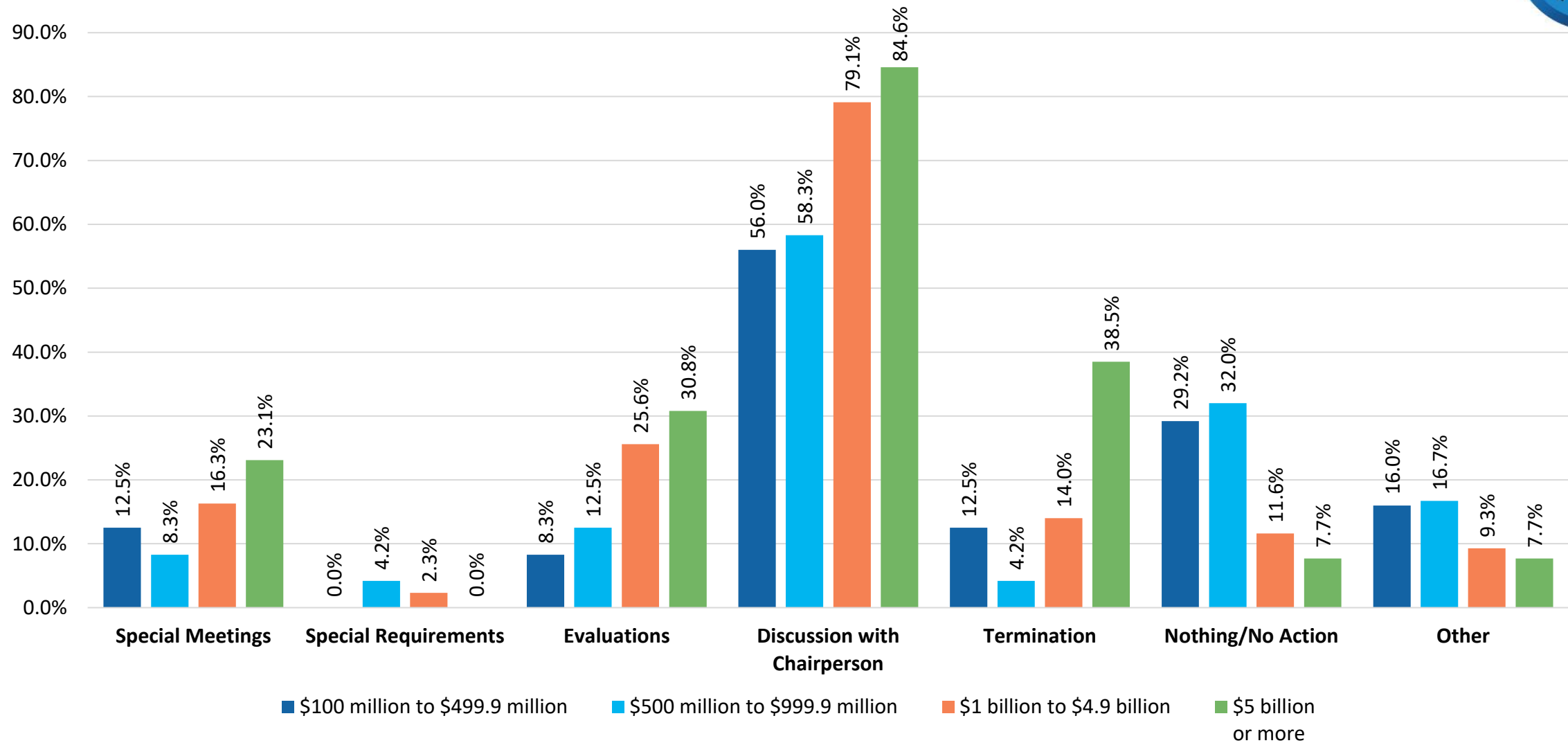




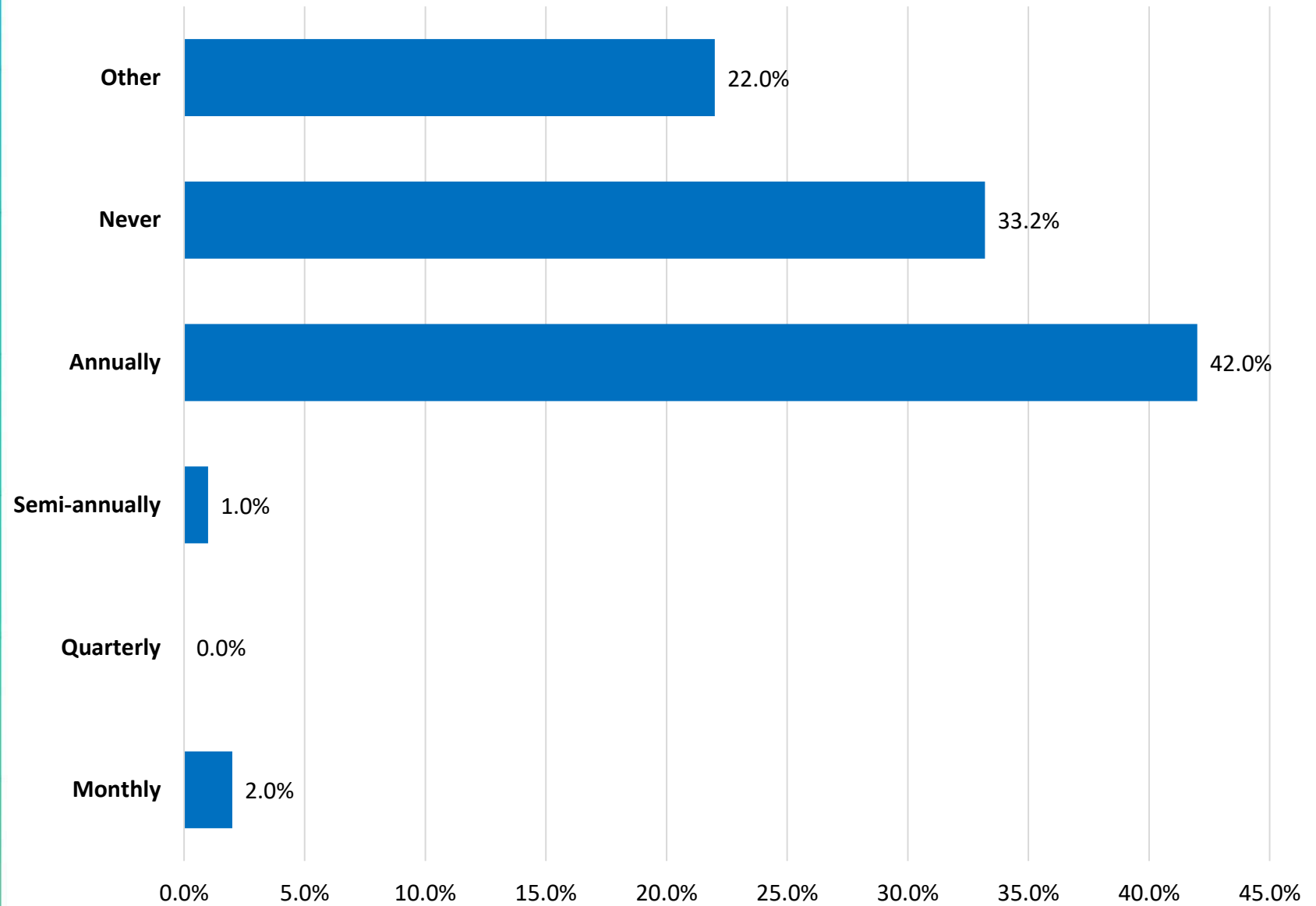
## How are ineffective Board members handled?



# How are ineffective Board members handled?

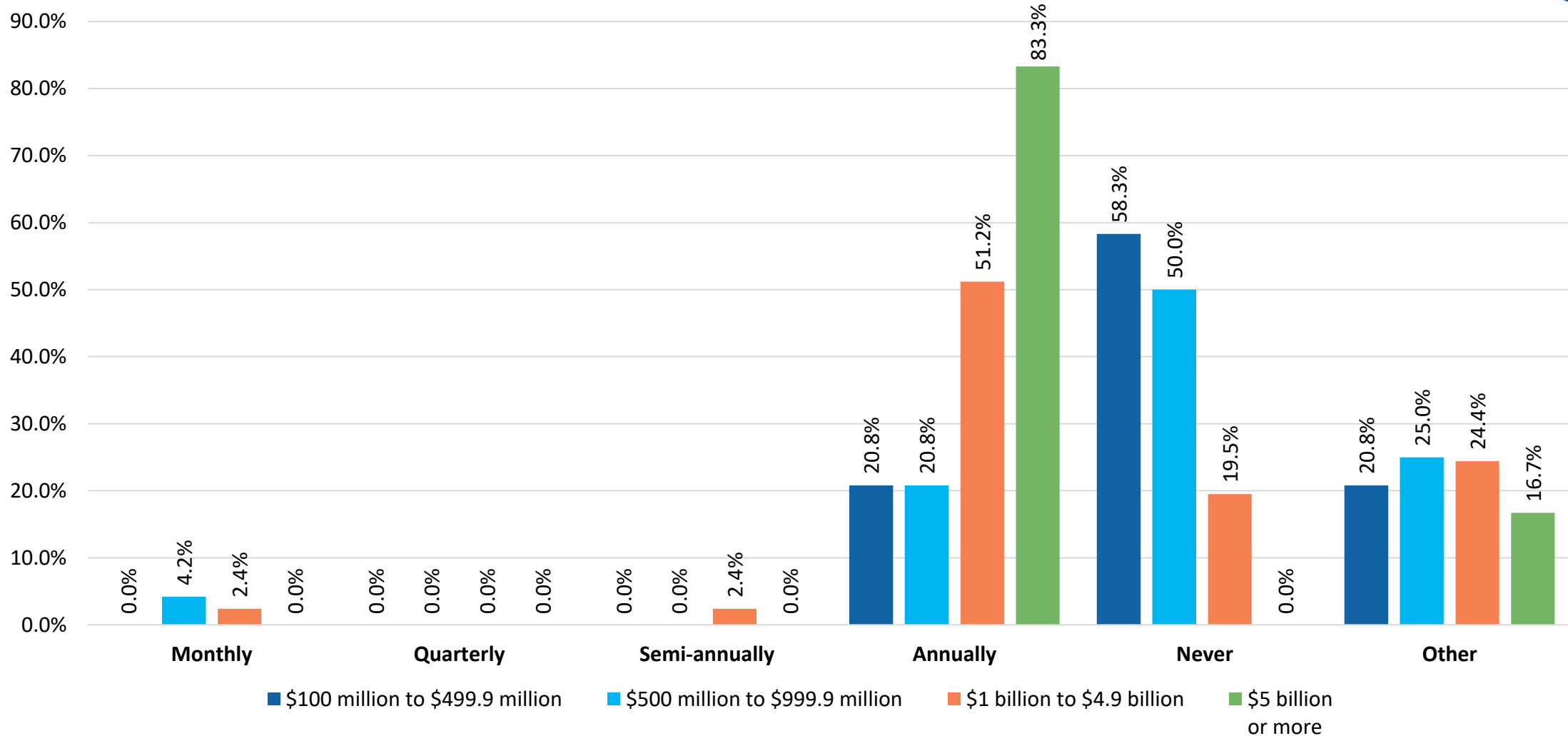


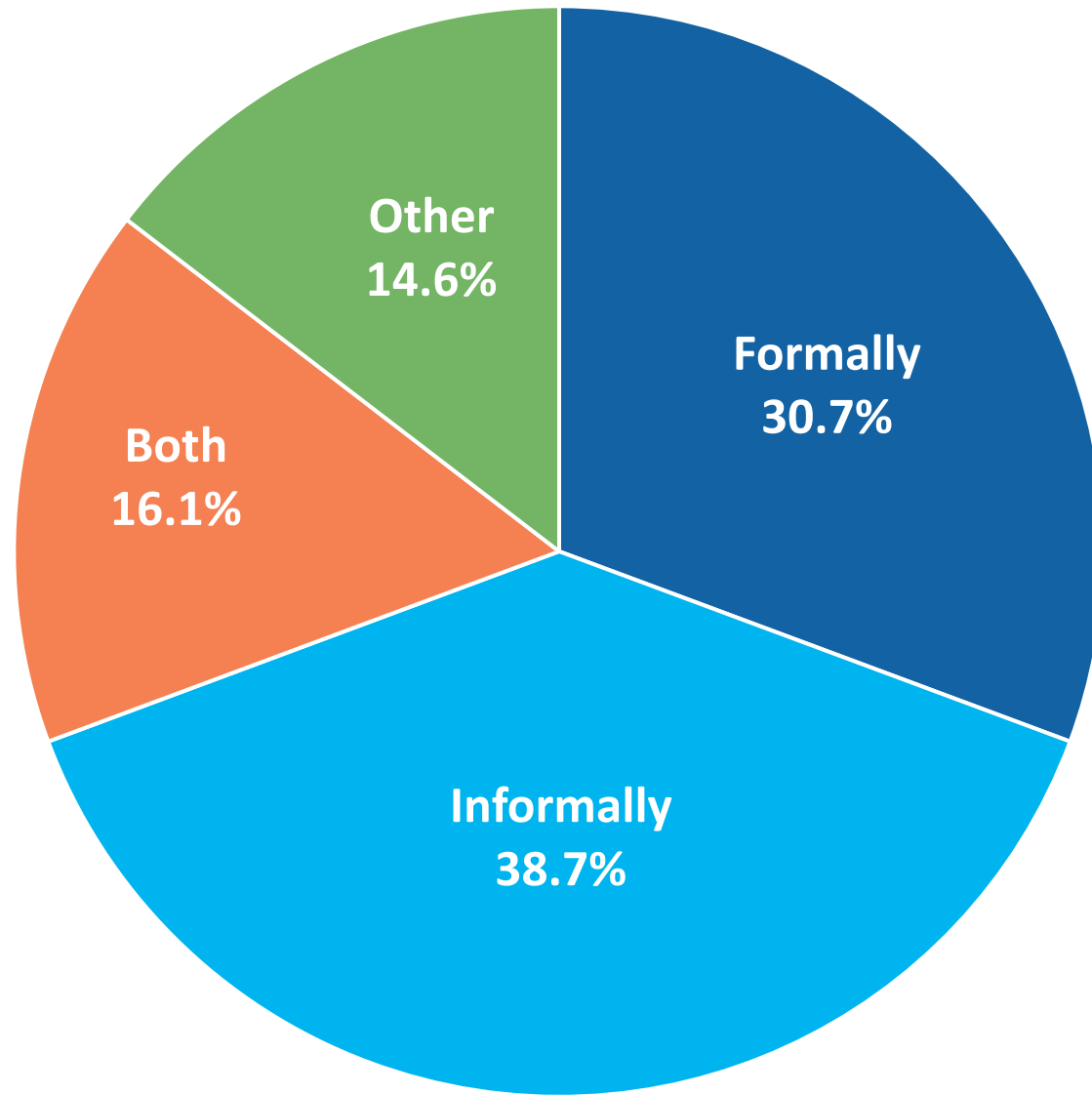
# How often does the Board evaluate itself?



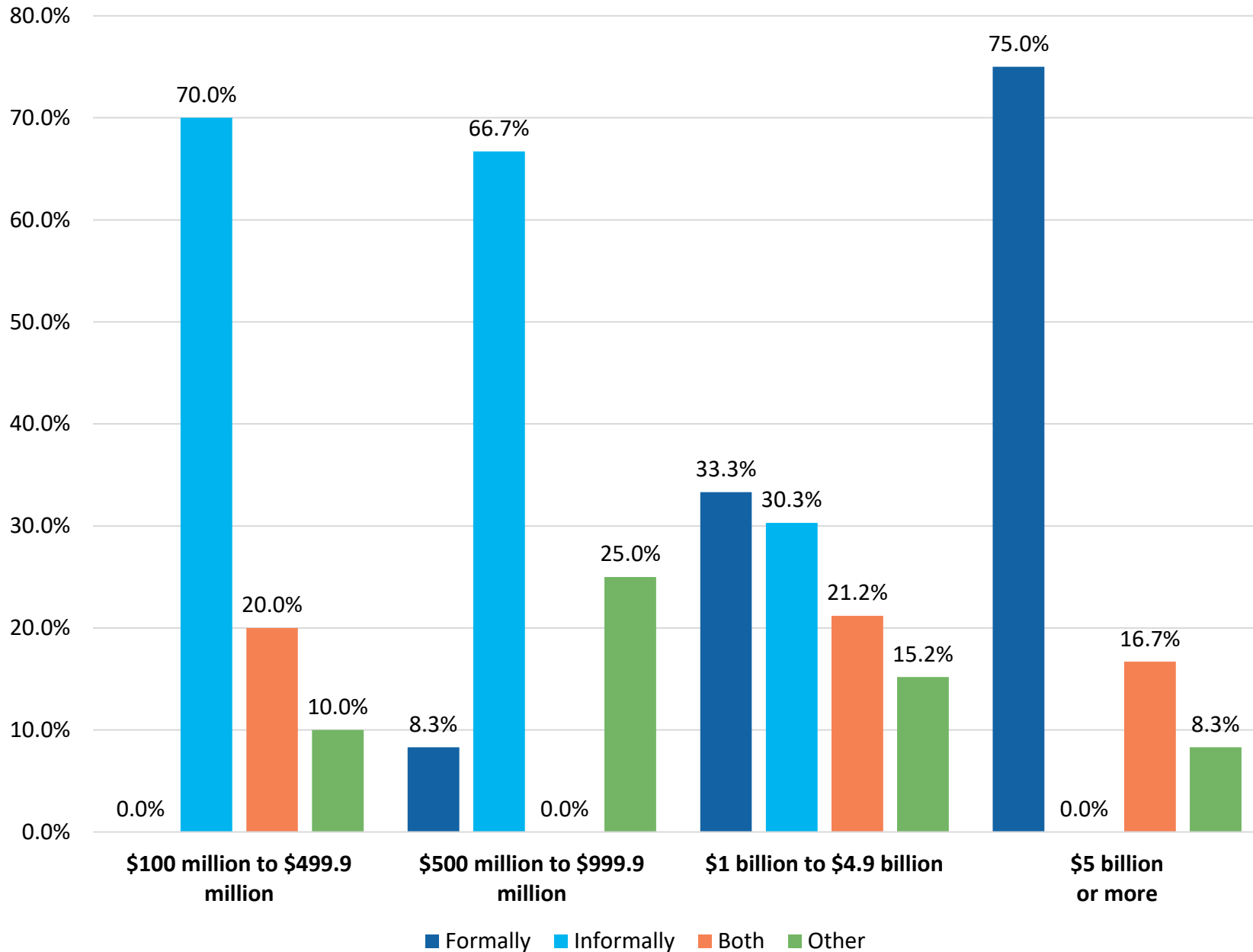


# How often does the Board evaluate itself?





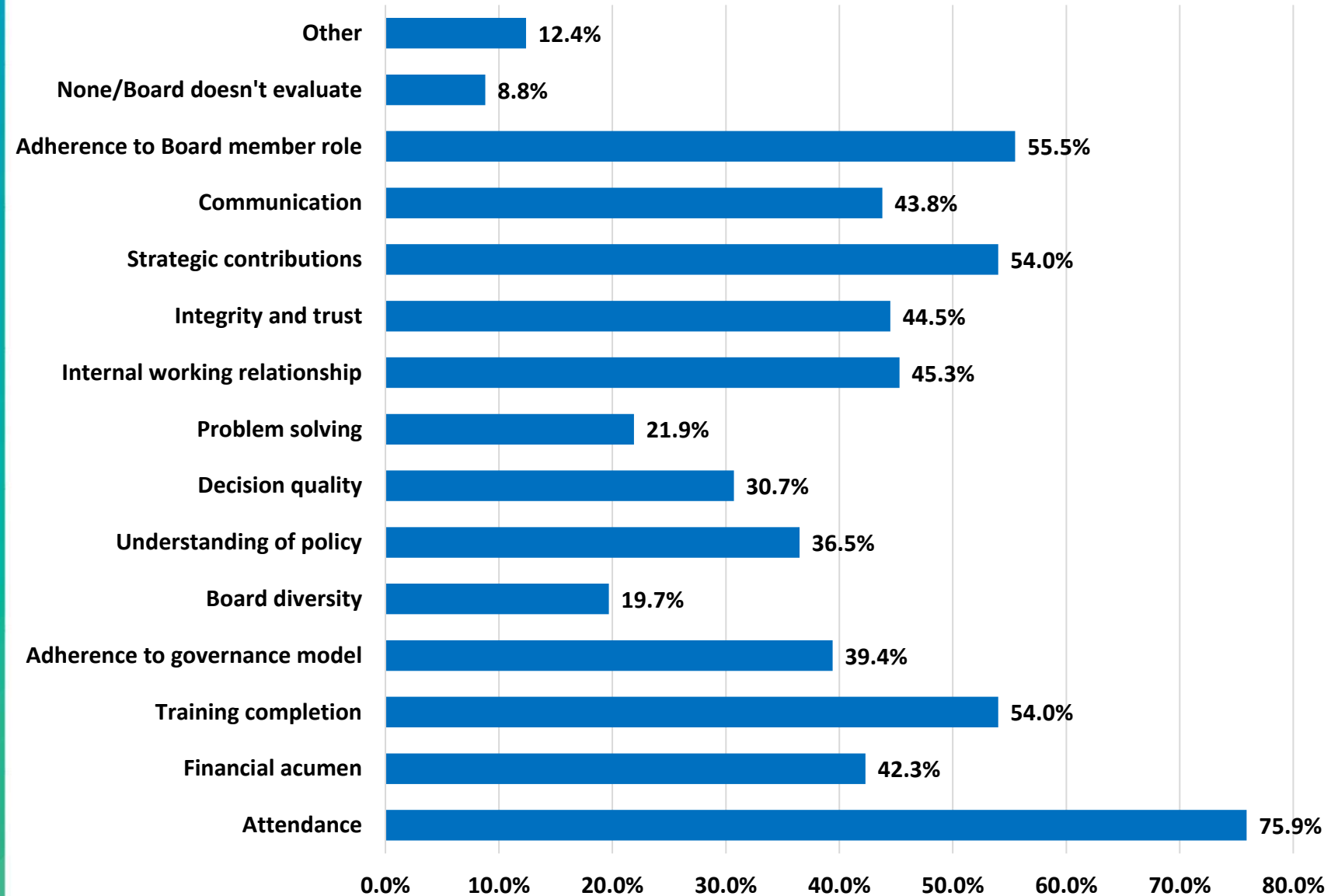
## How is the Board evaluated?



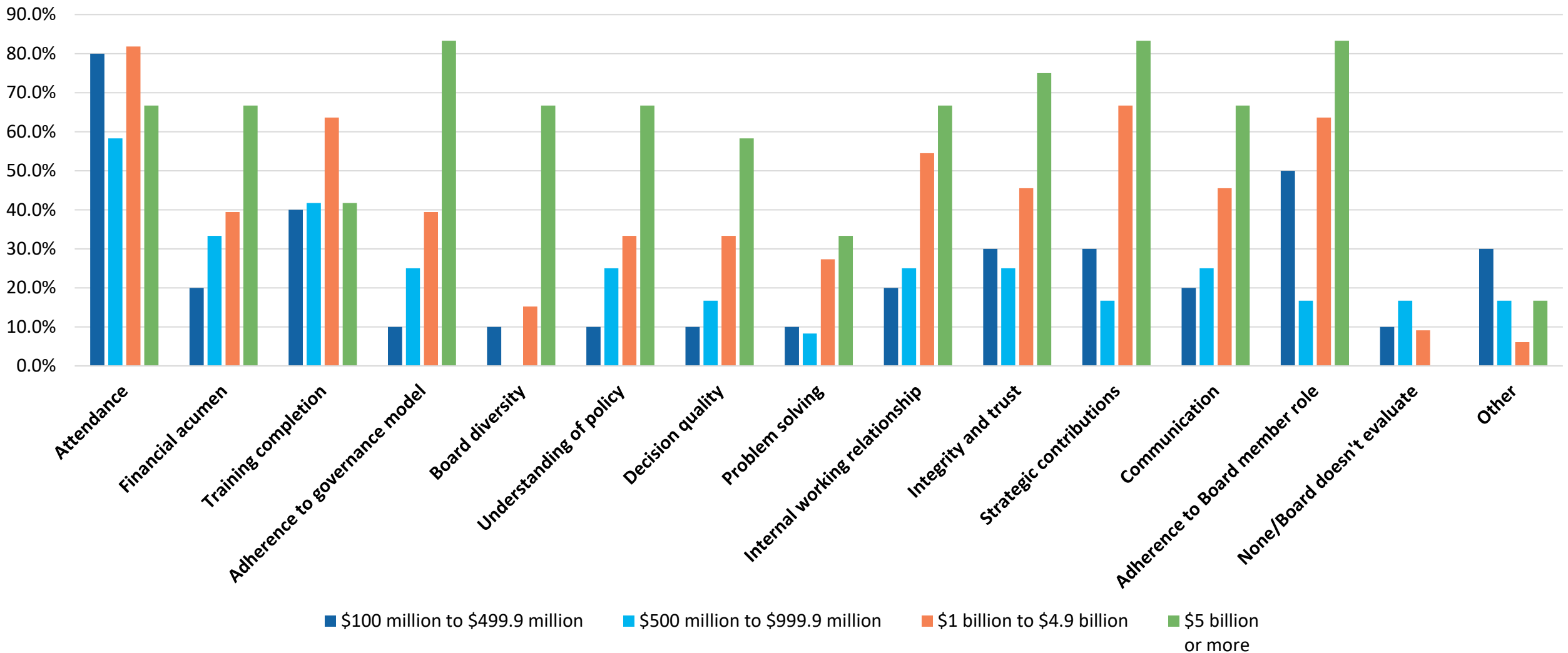
# How is the Board evaluated?

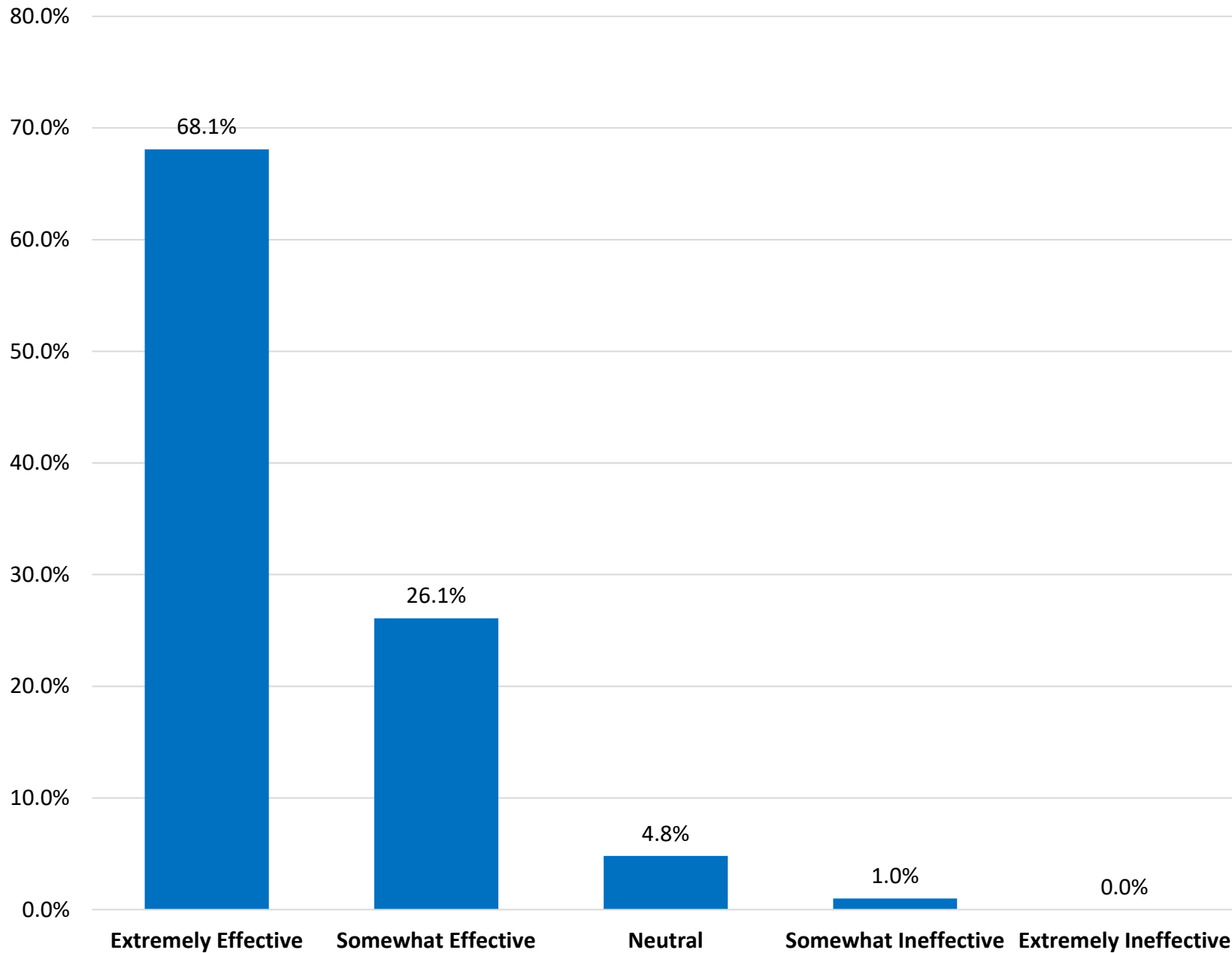


# Which of the following areas are included in the Board evaluation?



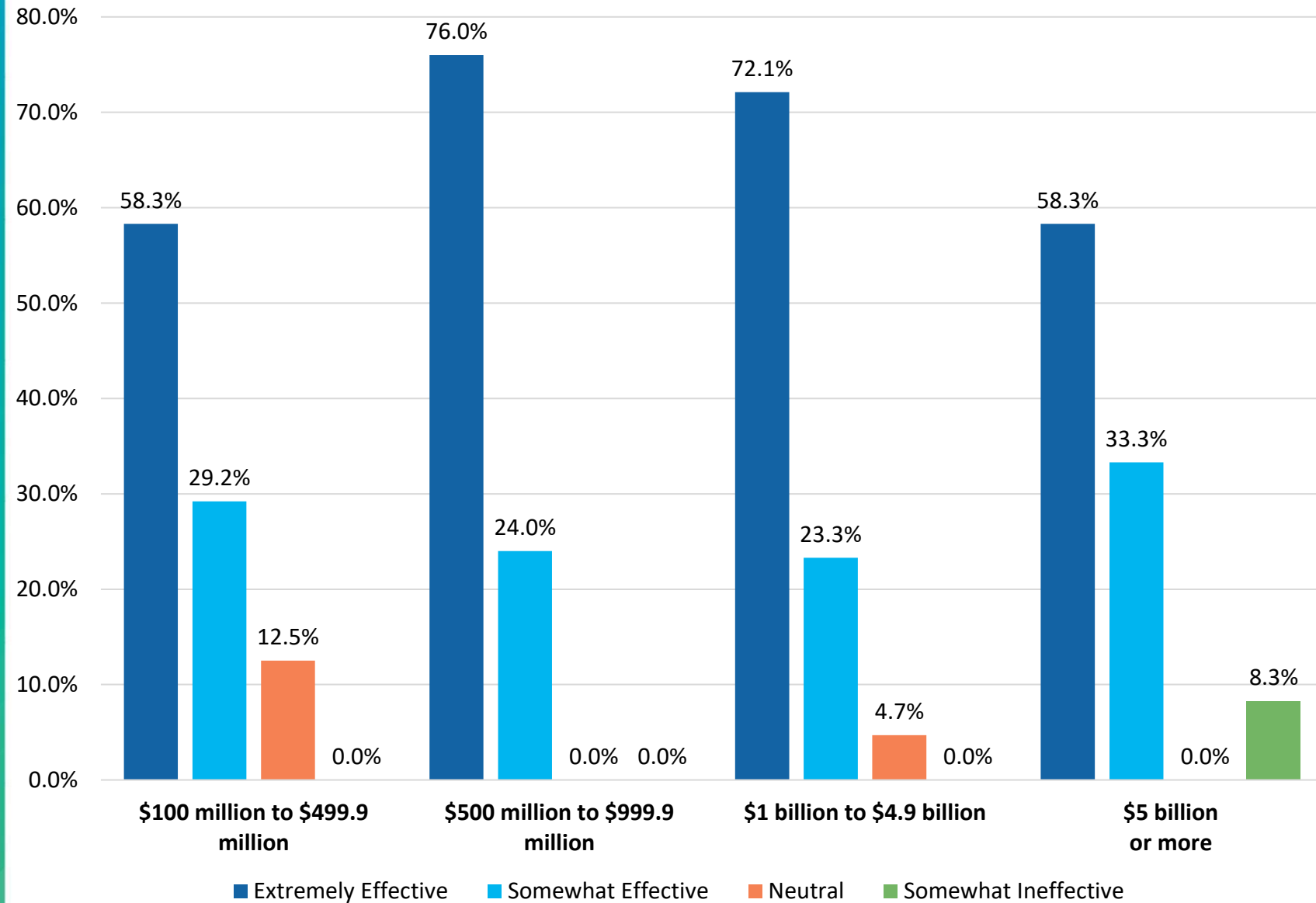
## Q43 - Which of the following areas are included in the Board evaluation?



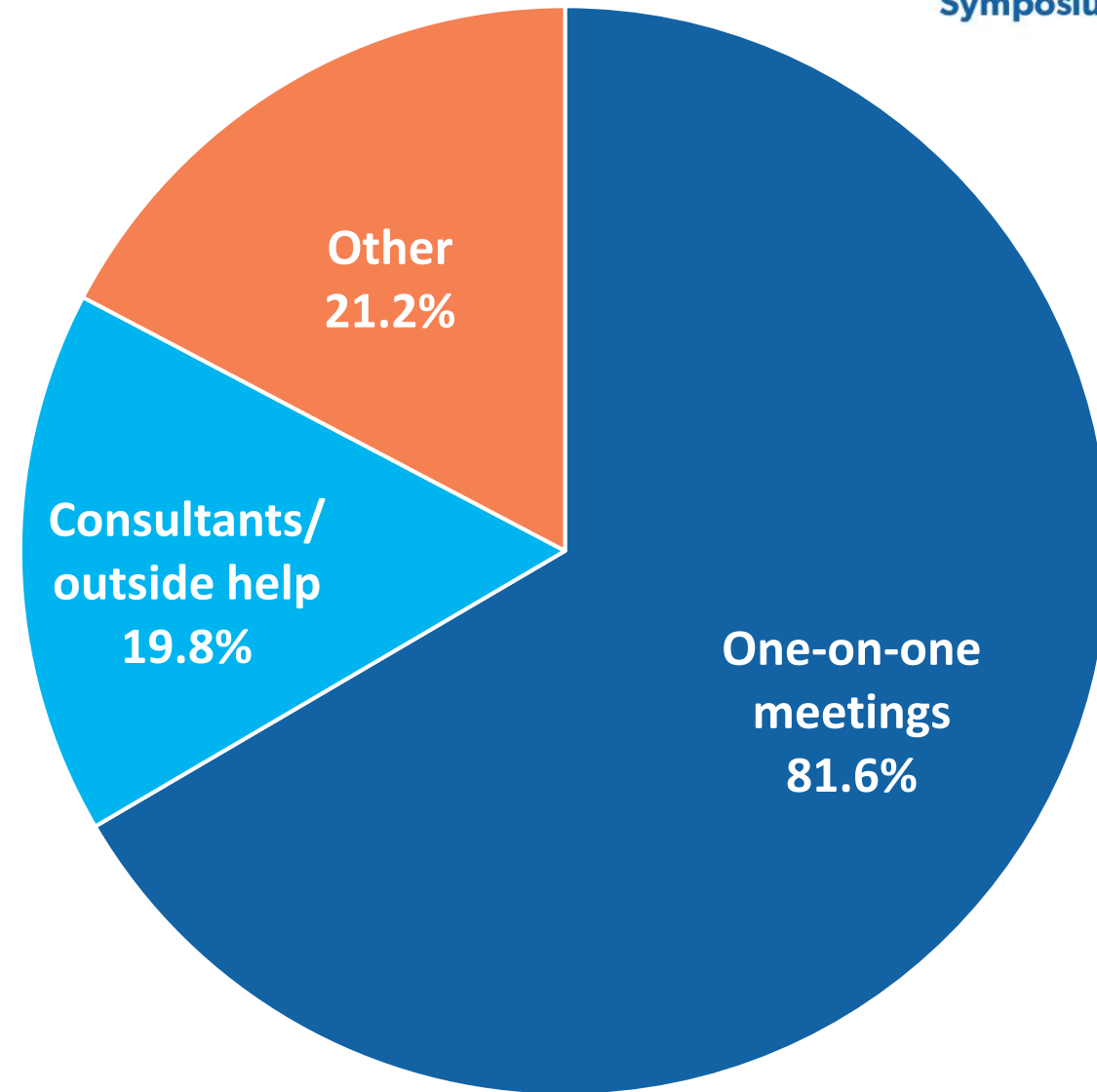


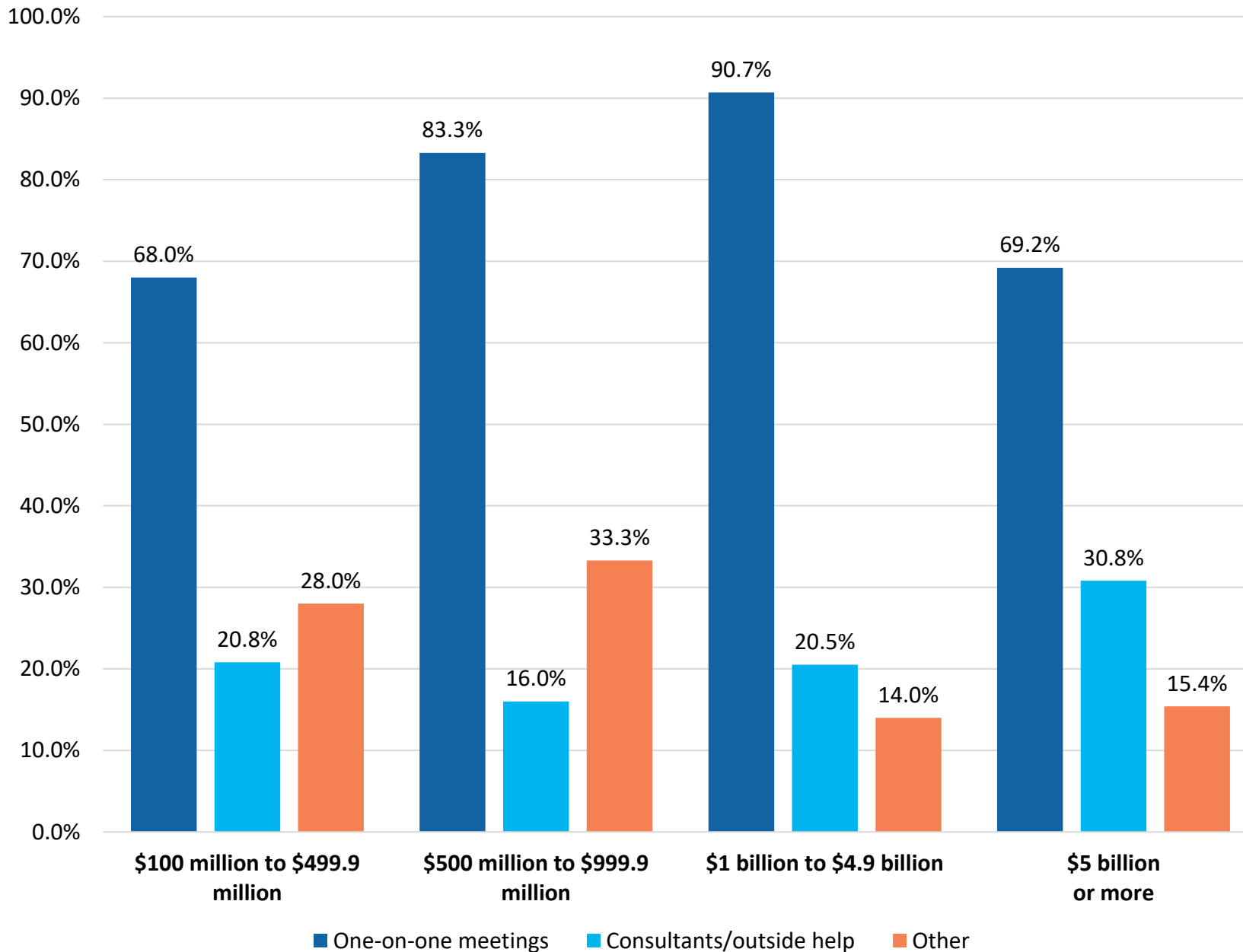
How would you rate the Board/CEO relationship at your credit union?

# How would you rate the Board/CEO relationship at your credit union?



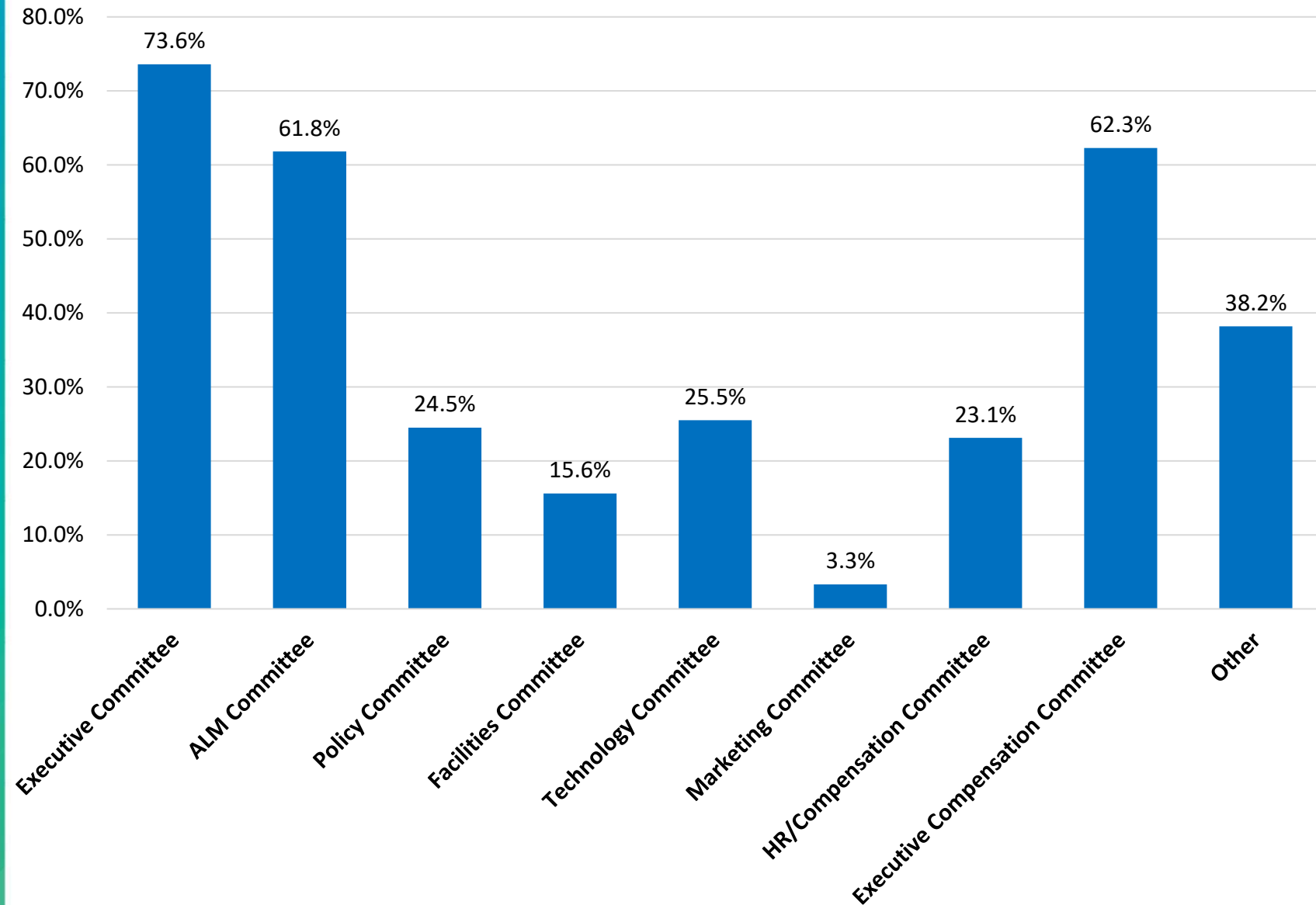
# What efforts are made to strengthen the Board/CEO relationship?



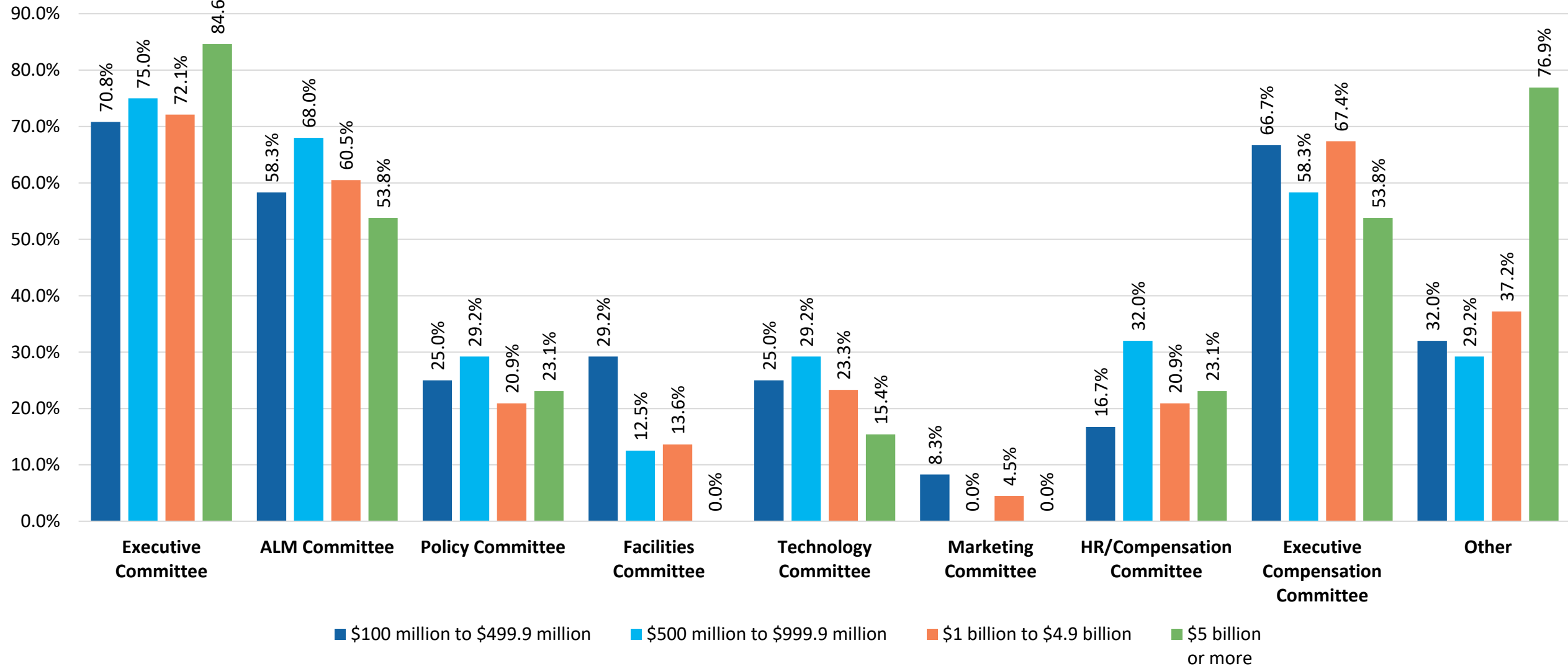


What efforts are made to strengthen the Board/CEO relationship?

# What types of committees does the Board have?

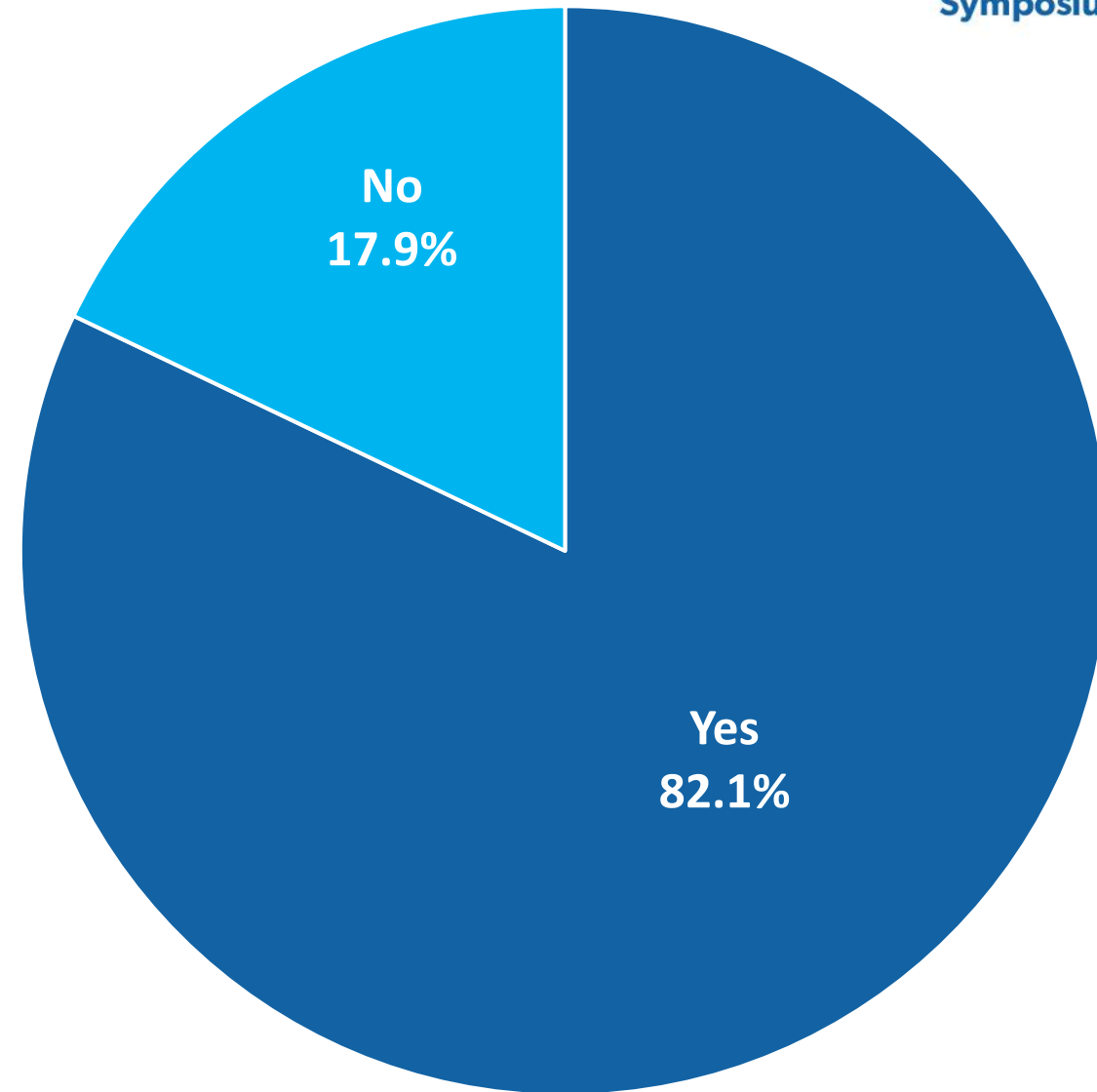


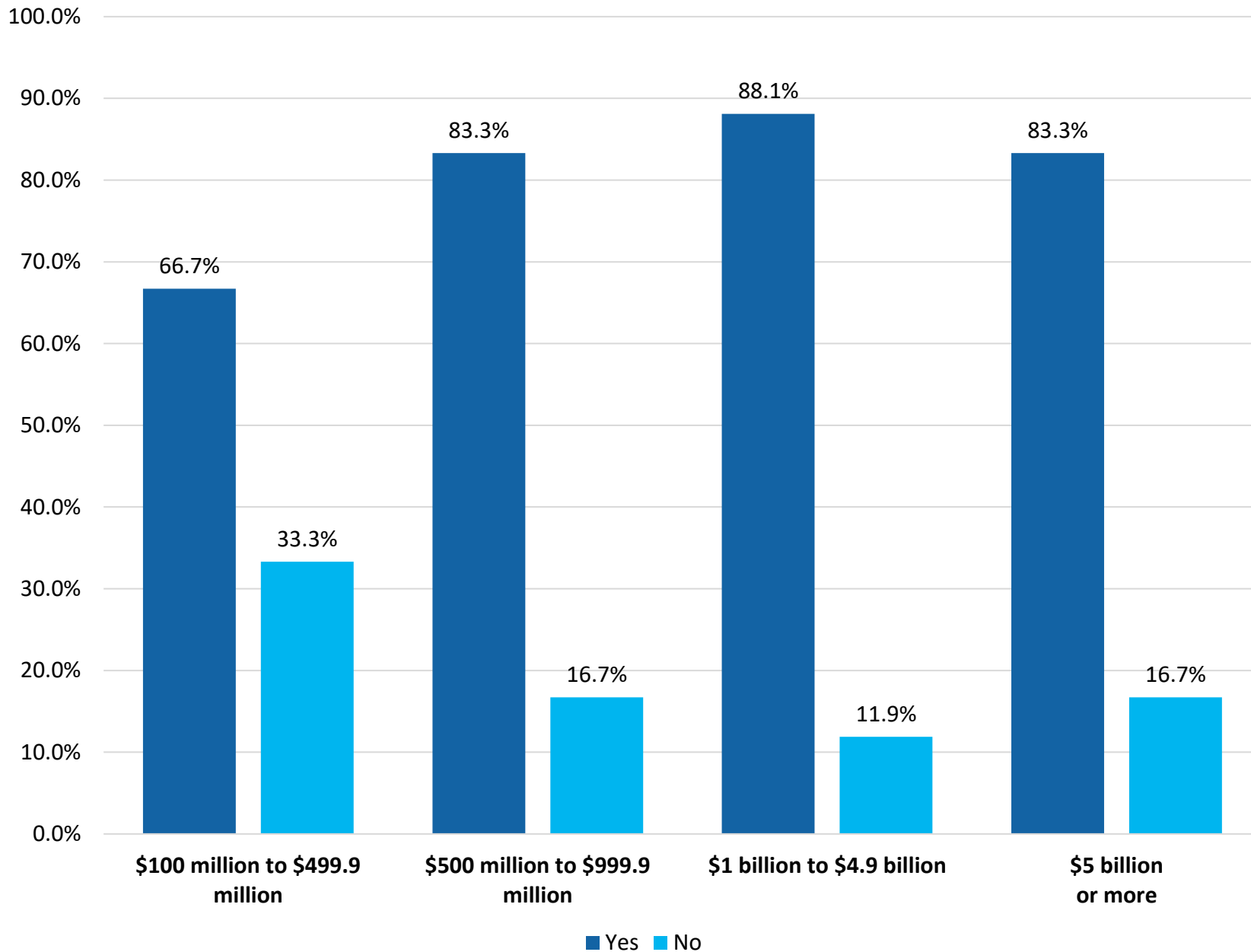
### Q46 - What types of committees does the Board have?



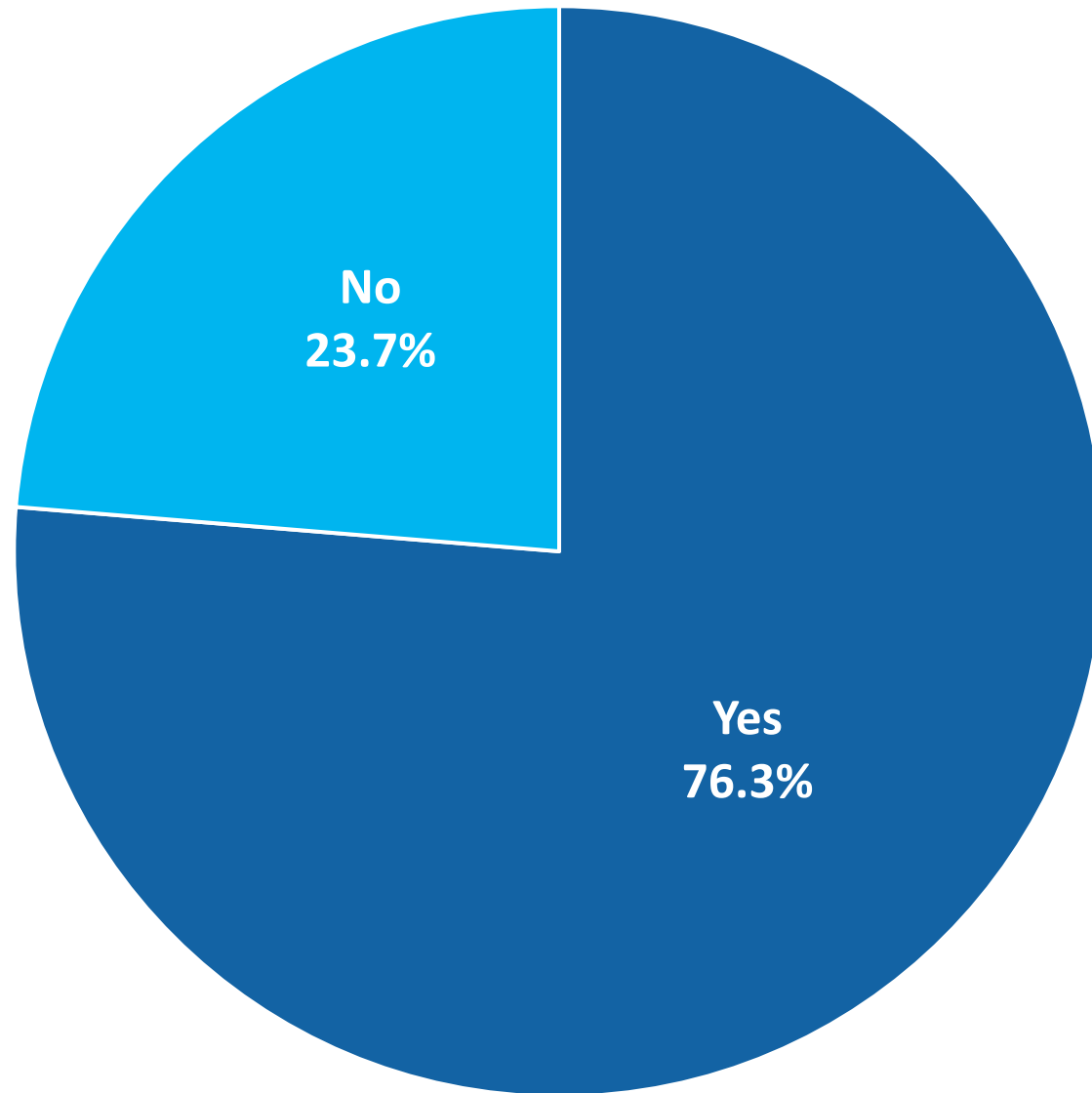


Does the Board have  
closed sessions  
without staff / CEO /  
Supervisory  
Committee?



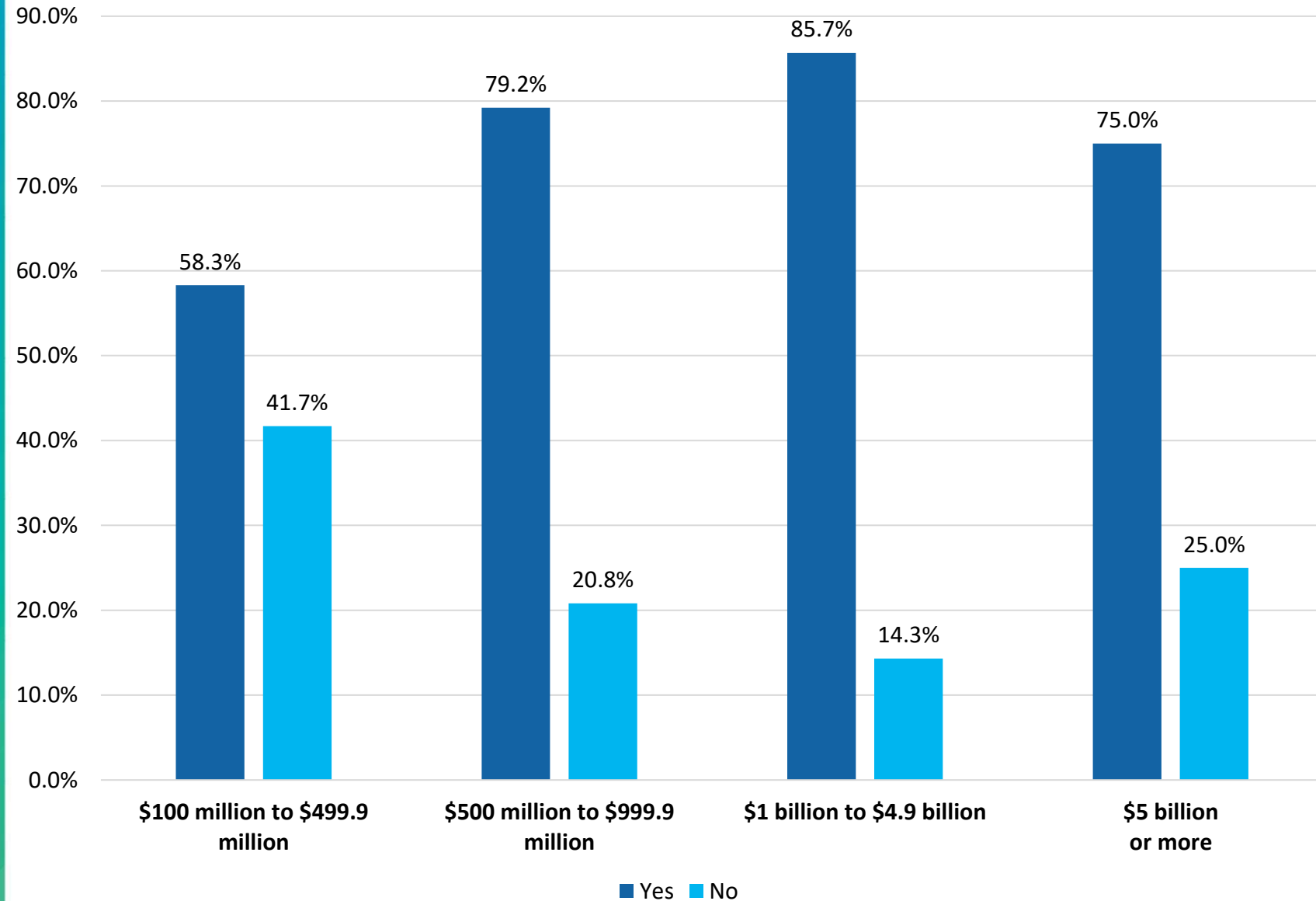


**Does the Board have closed sessions without staff / CEO / Supervisory Committee?**



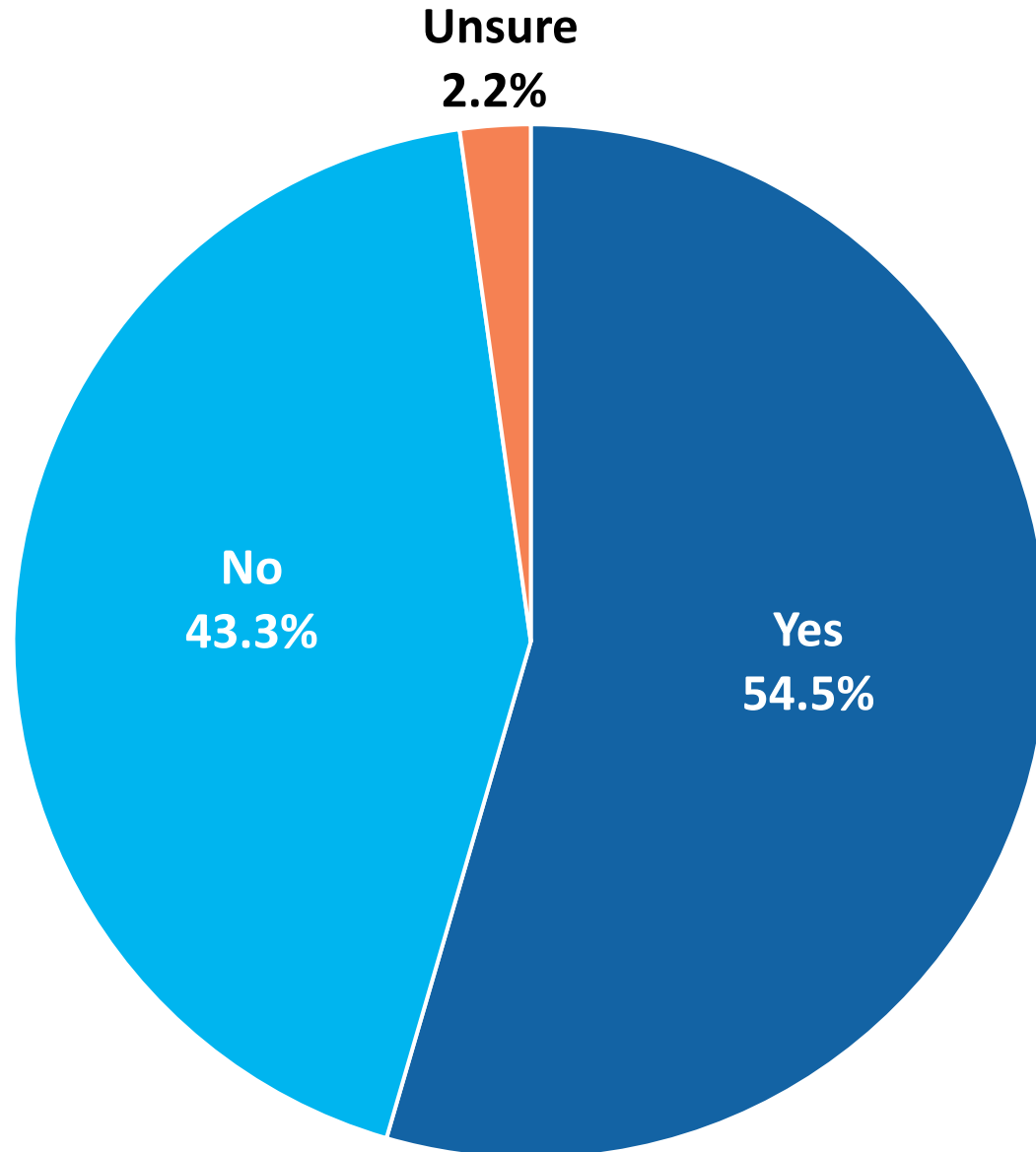
**Does the Board Chair meet with the CEO to review Board meeting content or the agenda prior to the monthly meeting?**

# Does the Board Chair meet with the CEO to review Board meeting content or the agenda prior to the monthly meeting?

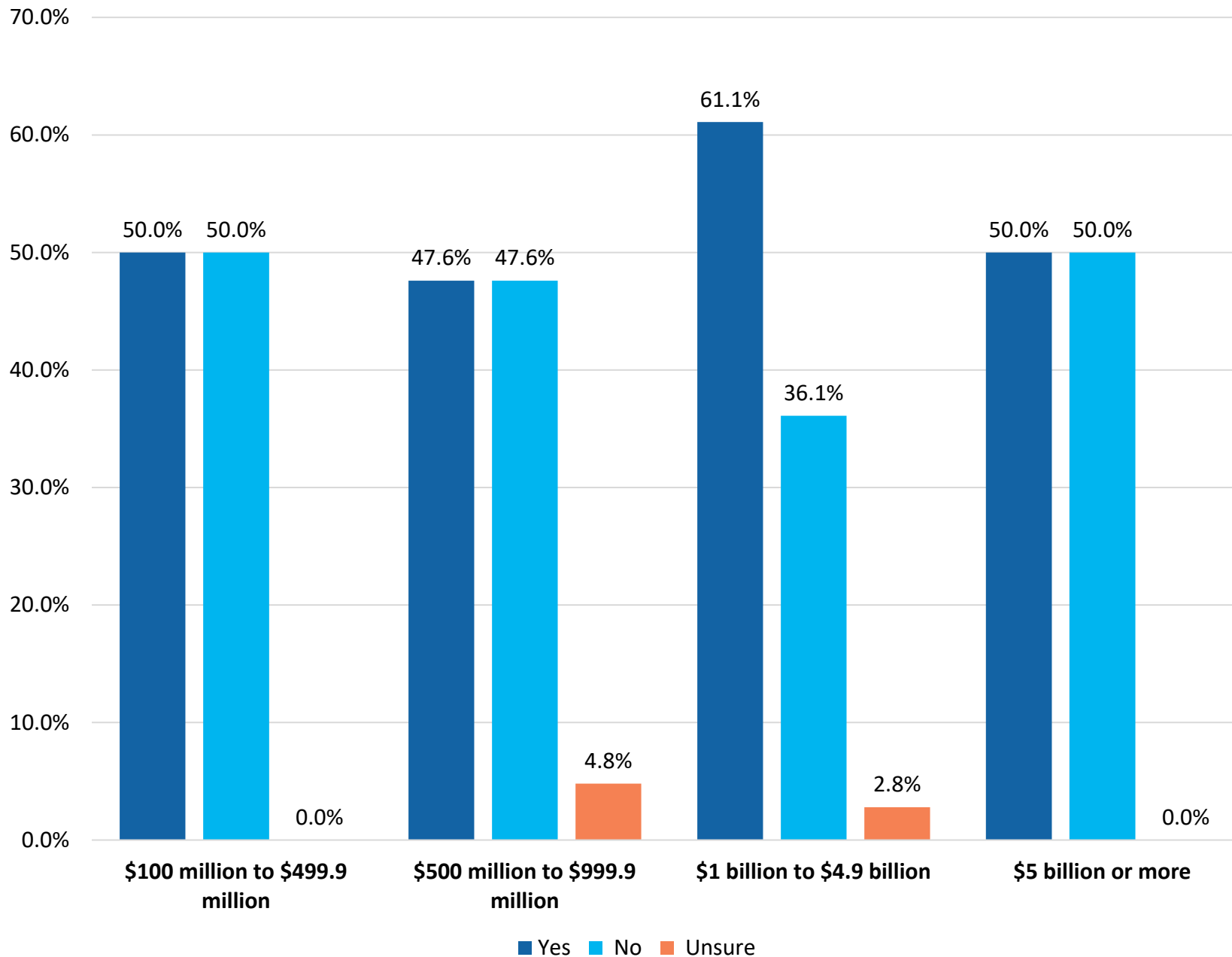


# D. Hilton's Board Best Practices Survey Series

## Part 3: Board Succession, Recruitment, & Strategic Planning

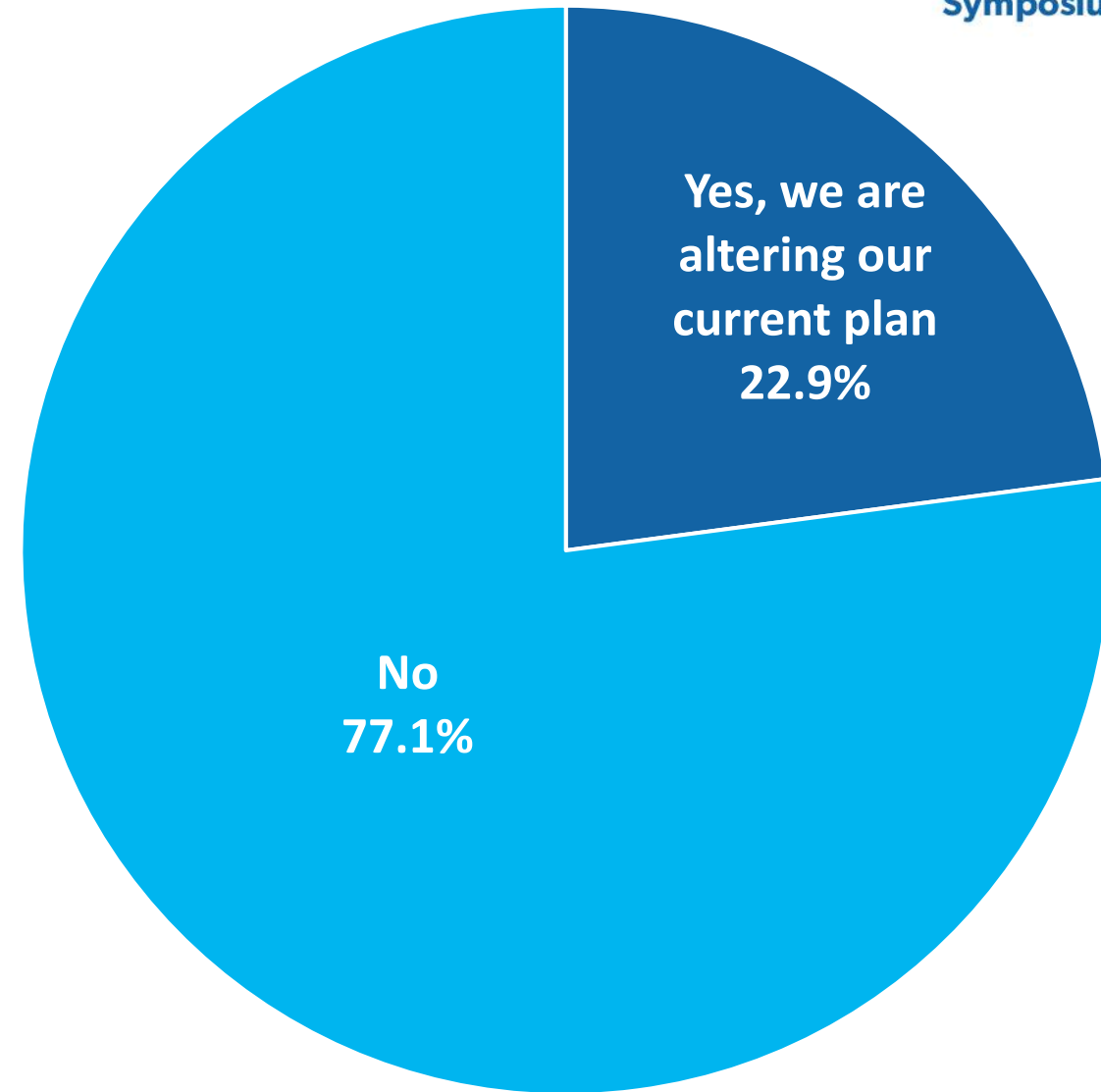


**Does the credit union  
have a Board  
succession plan in  
place?**



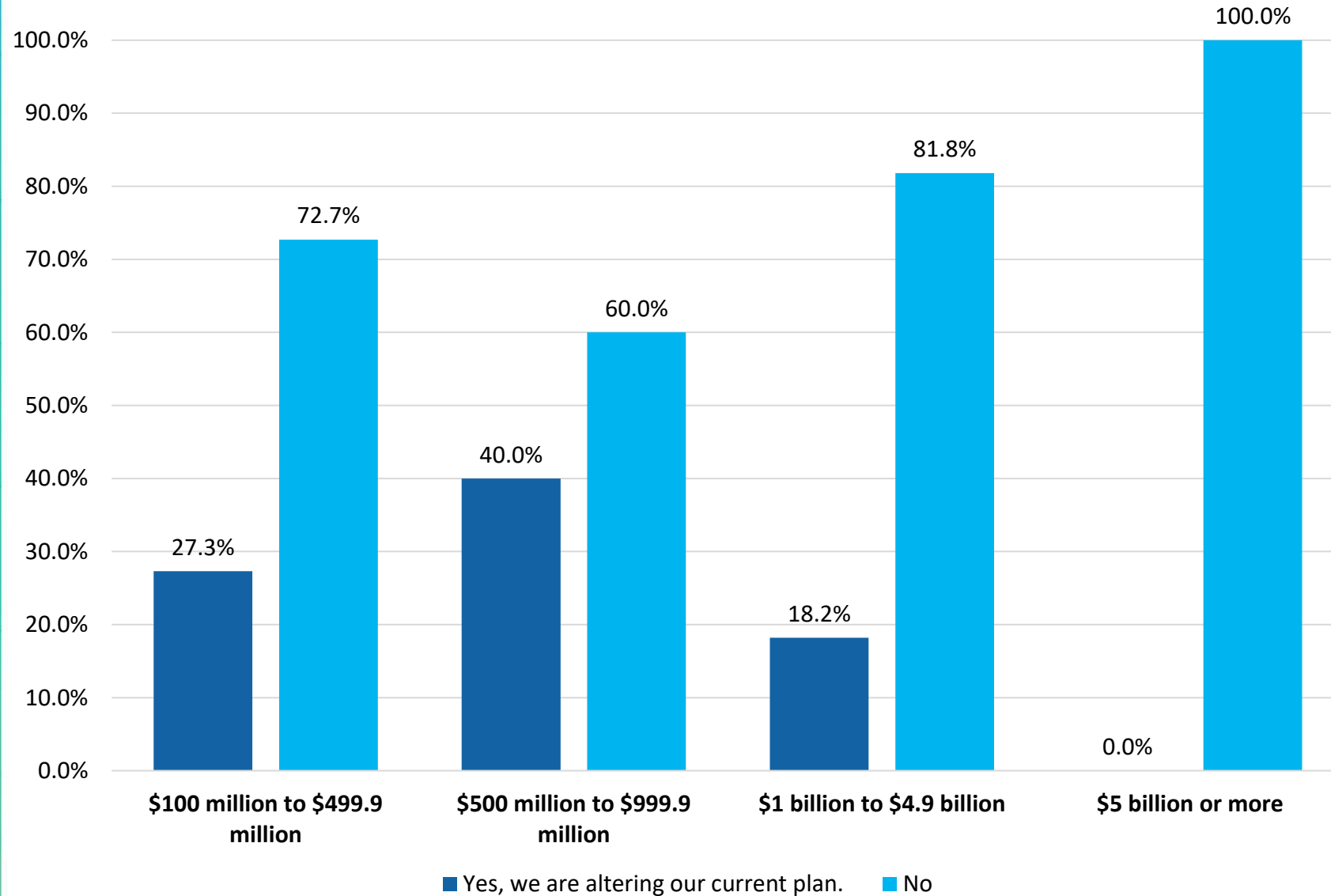
Does the credit union have a Board succession plan in place?

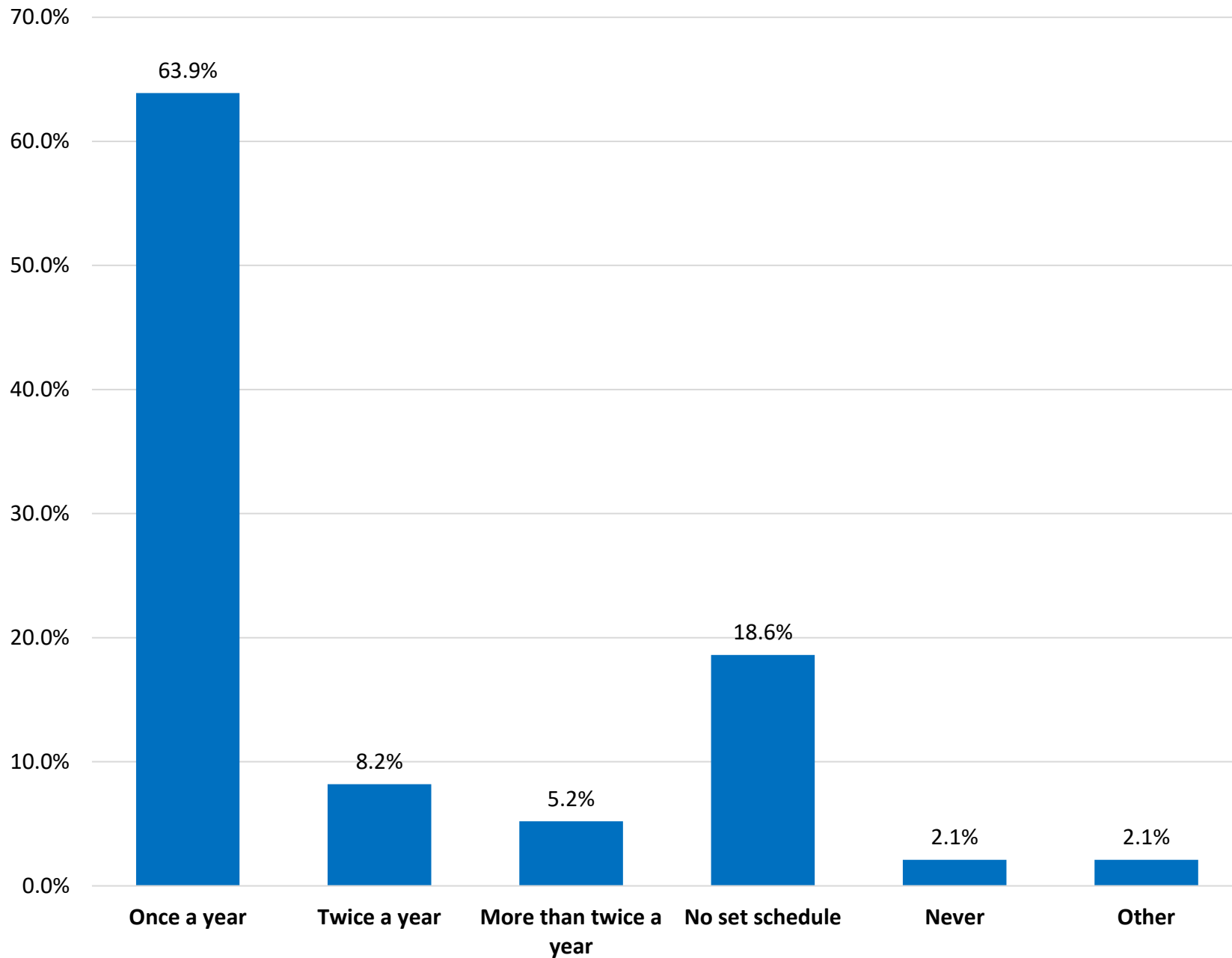
Do you feel that you  
need to alter your  
existing Board  
succession plan?





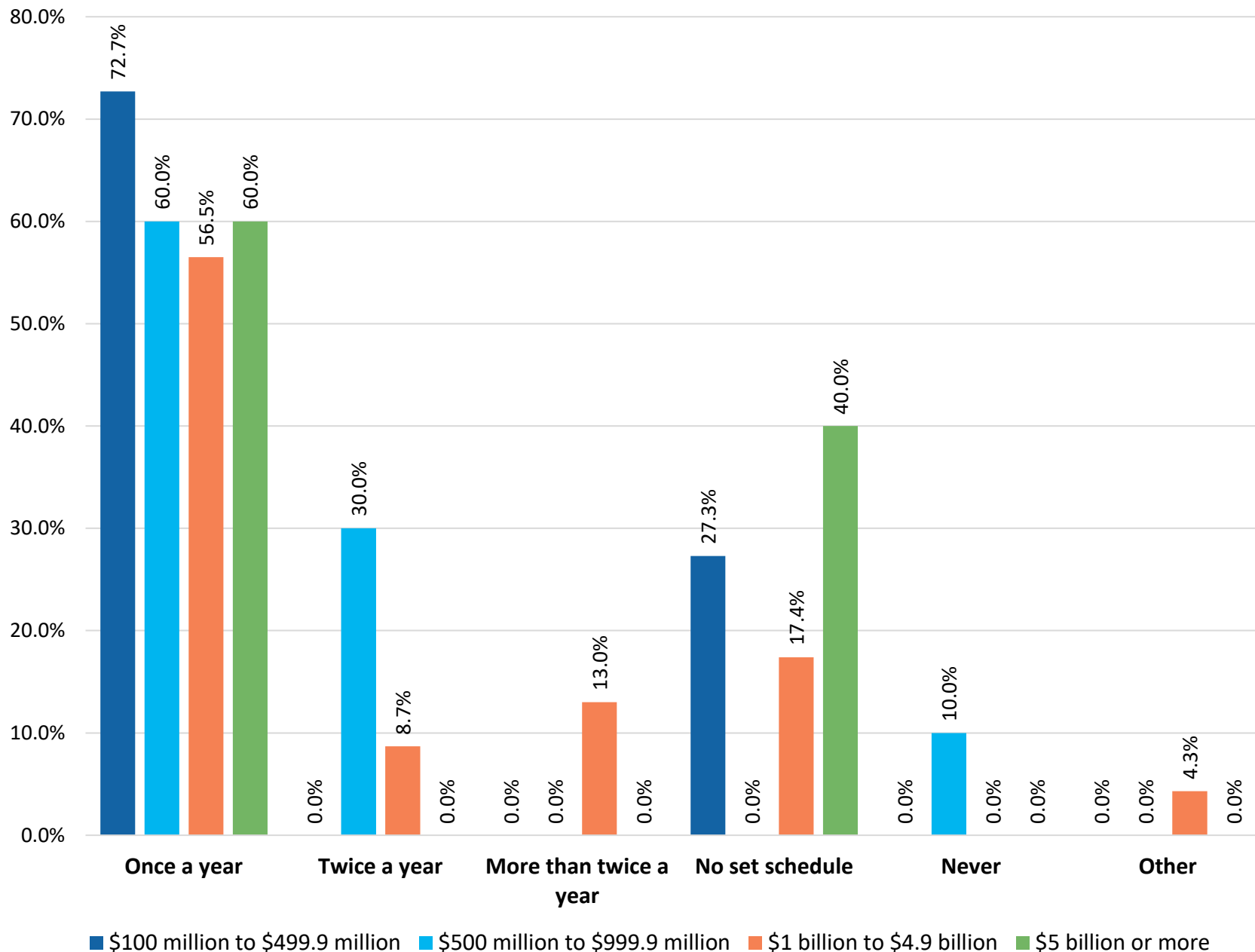
# Do you feel that you need to alter your existing Board succession plan?



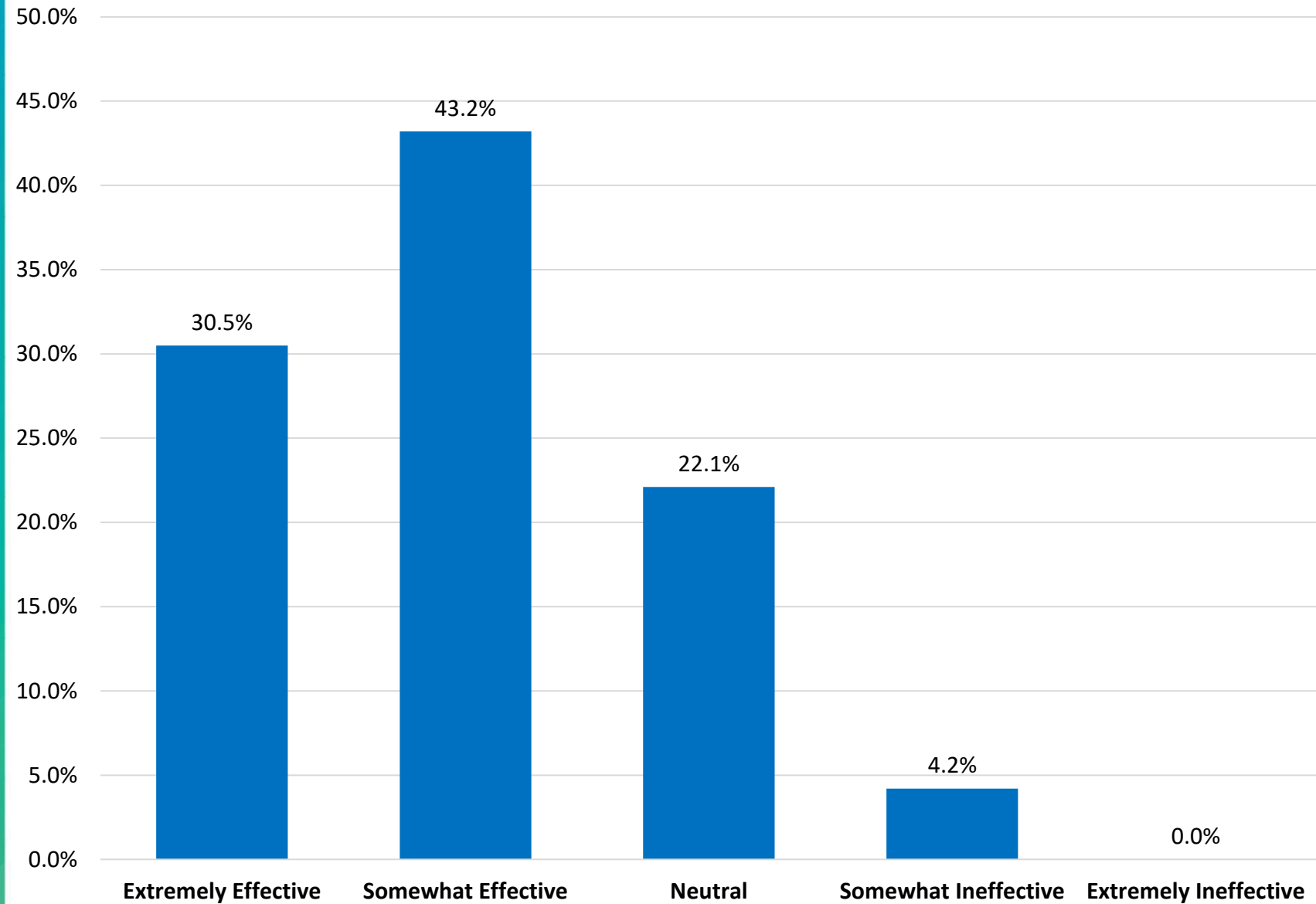


## How often does the Board review its succession plan?

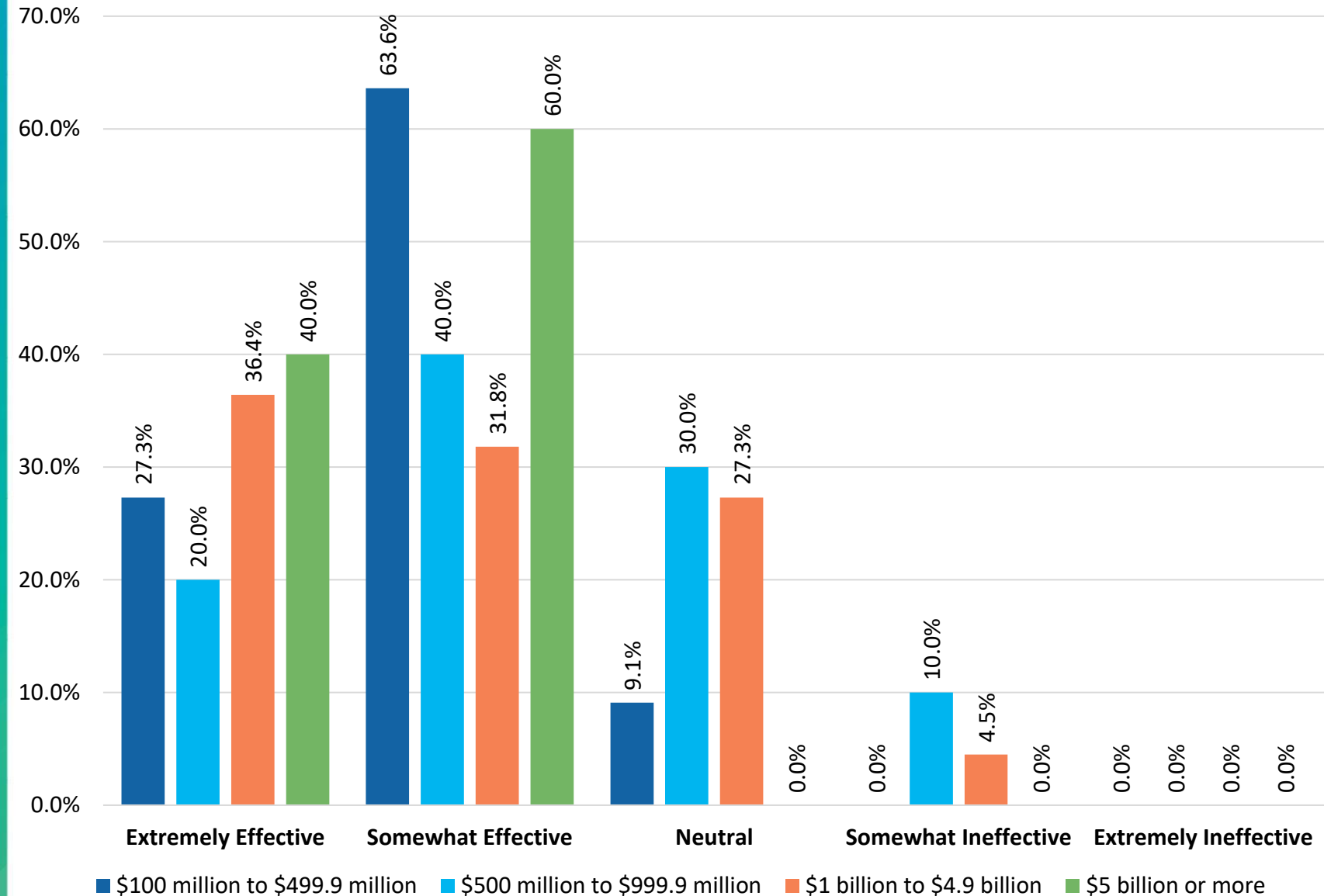
# How often does the Board review its succession plan?

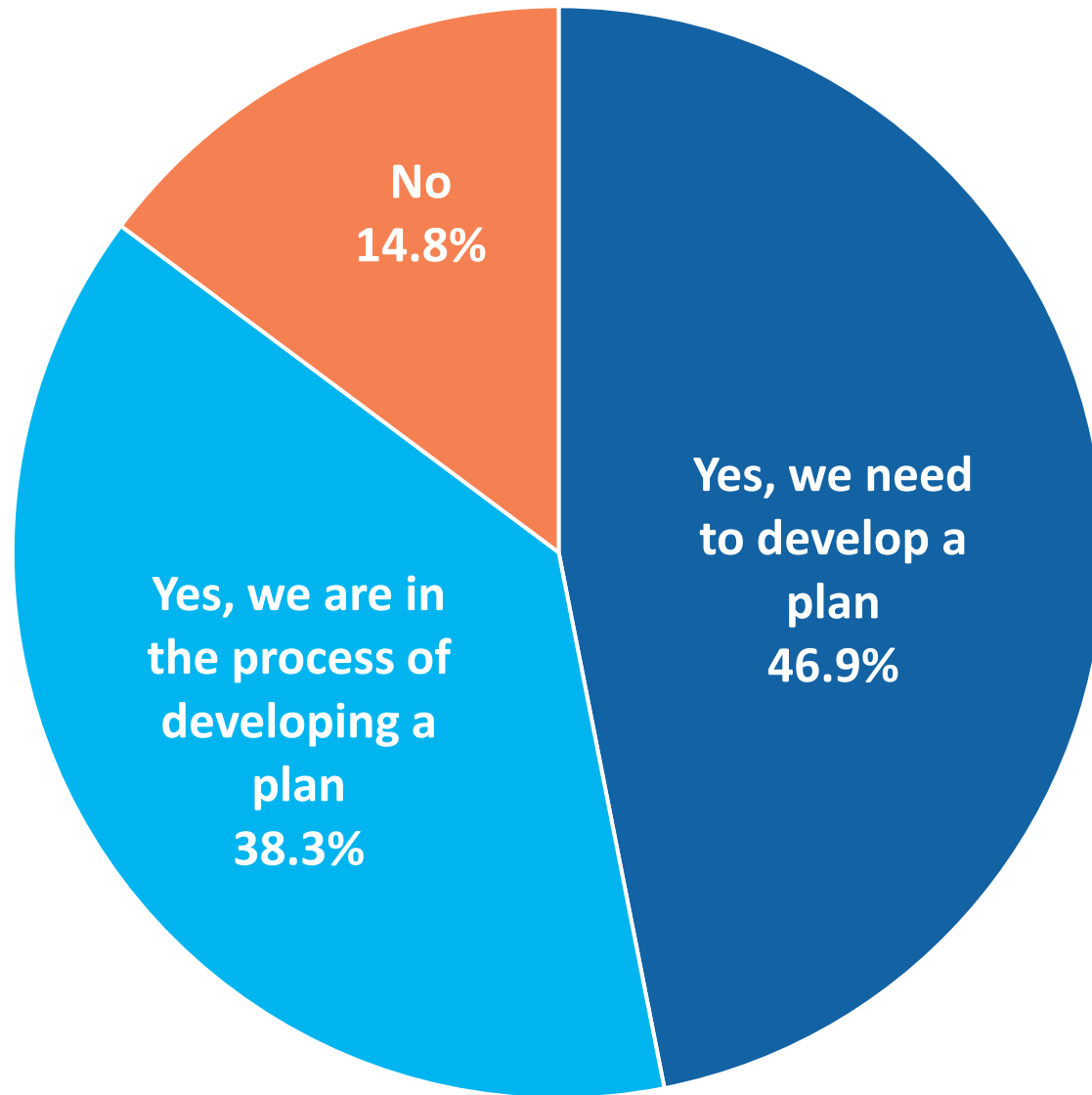


# How effective is the Board succession plan?

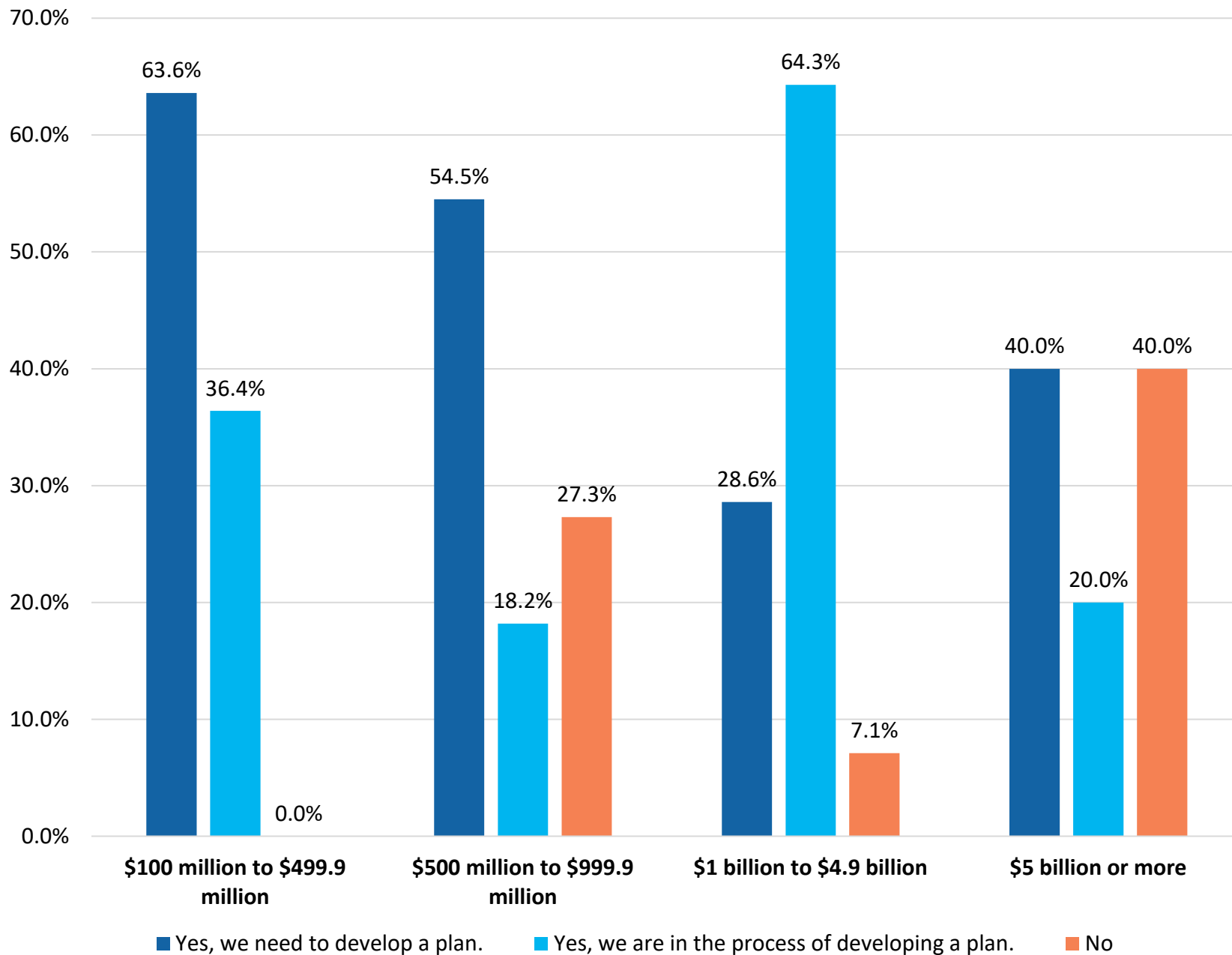


# How effective is the Board succession plan?



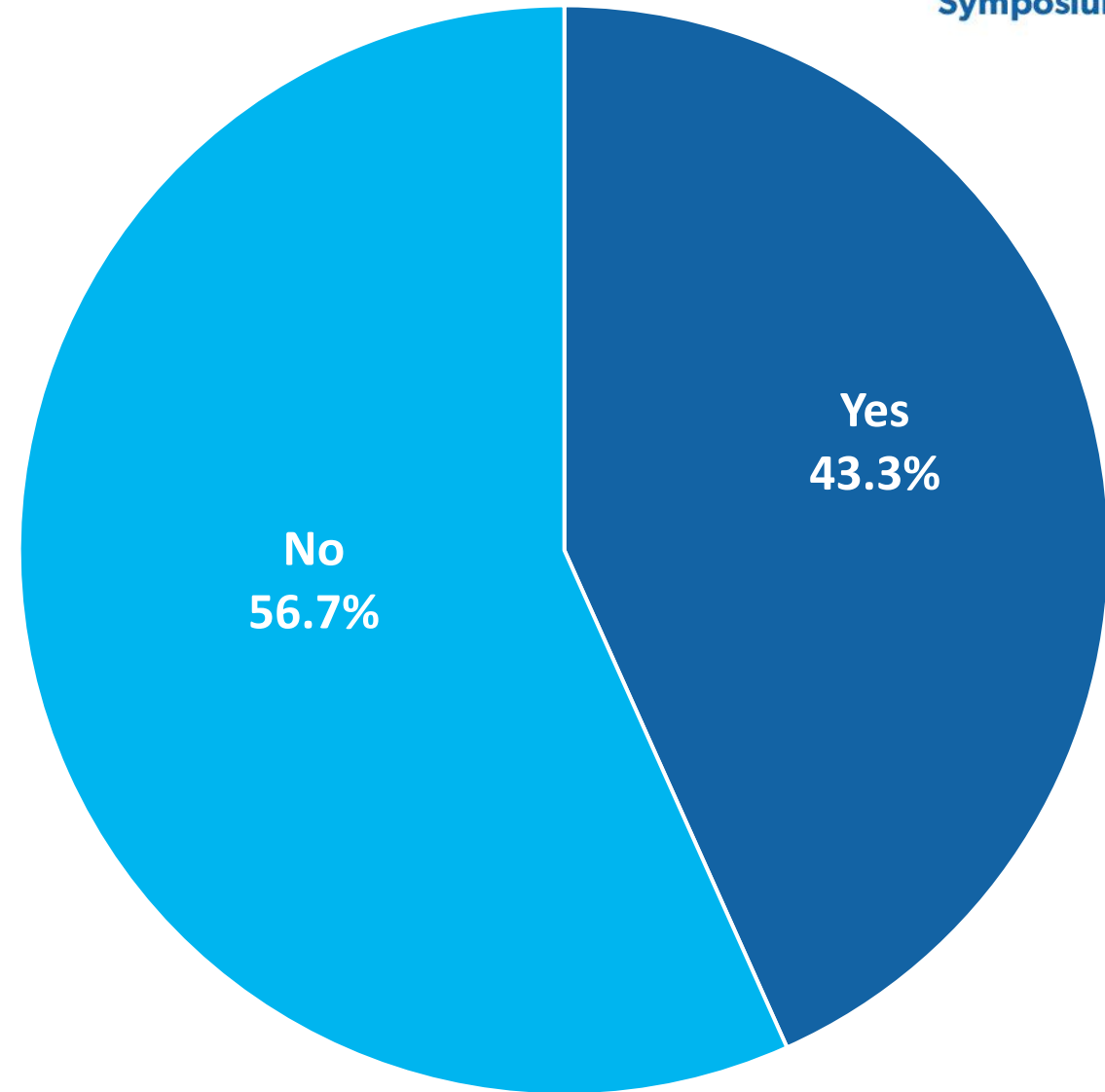


**Do you feel that you  
need to develop a  
Board succession  
plan?**



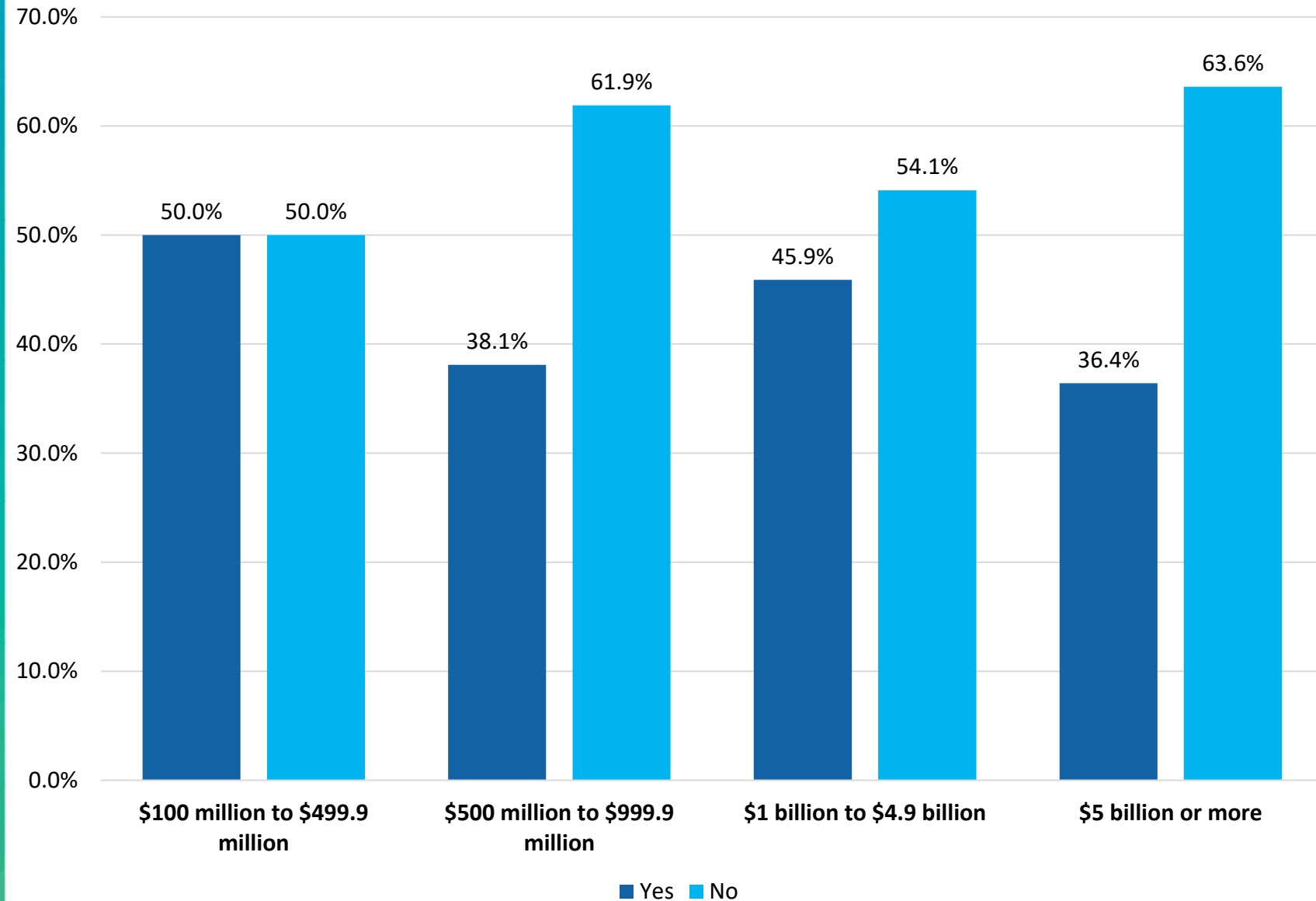
Do you feel that you need to develop a Board succession plan?

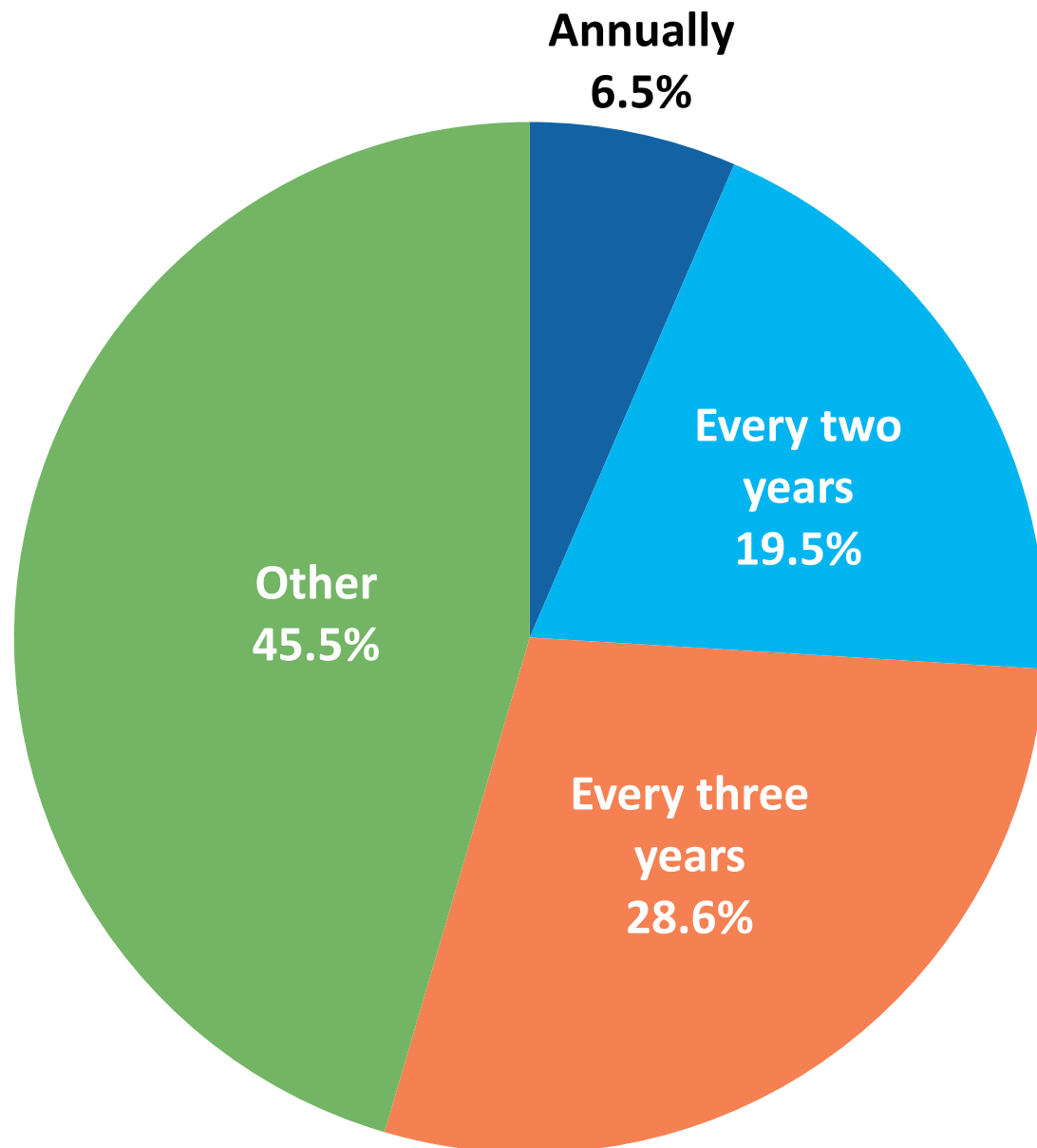
Does the Chair  
position rotate  
between Directors?



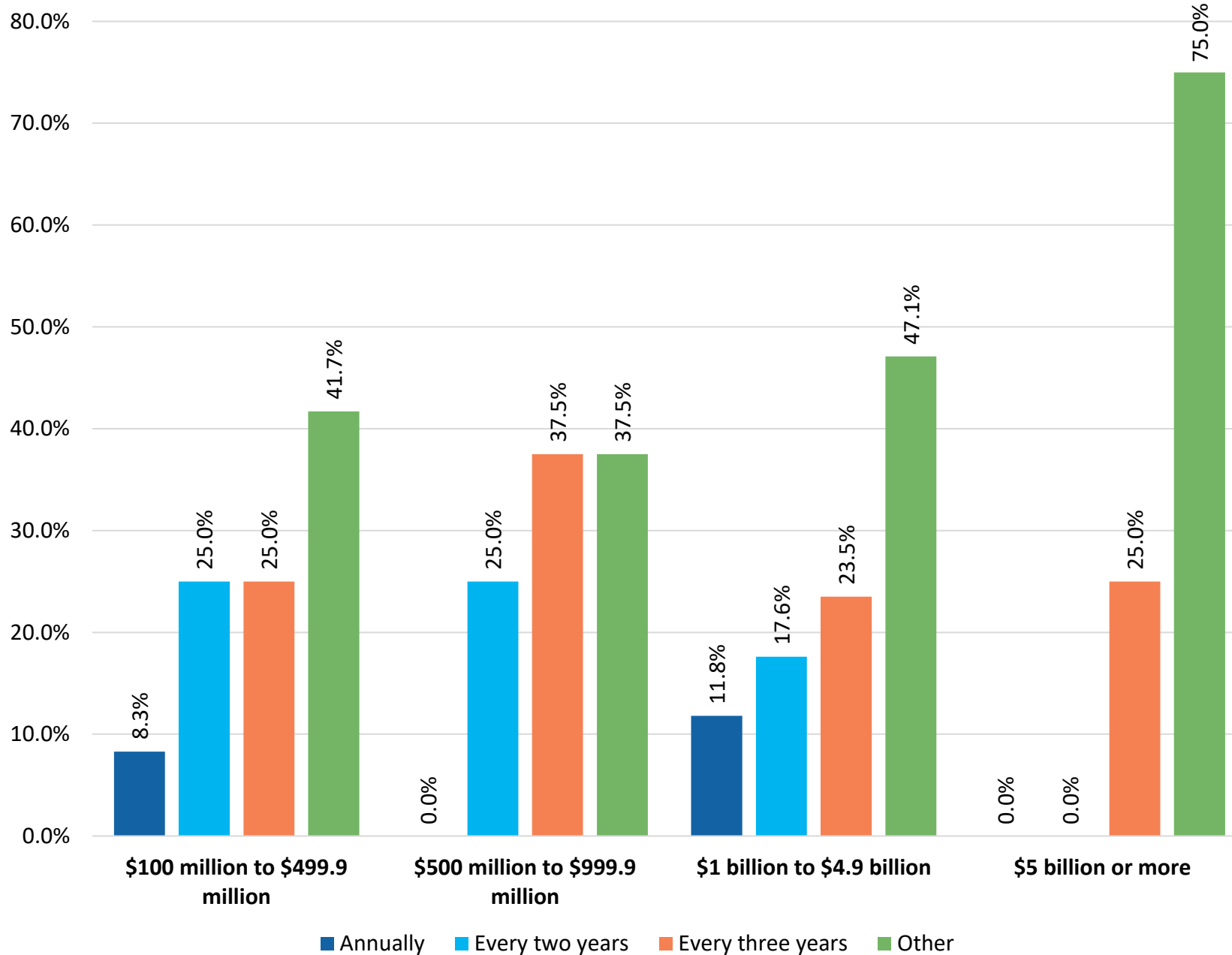


# Does the Chair position rotate between Directors?



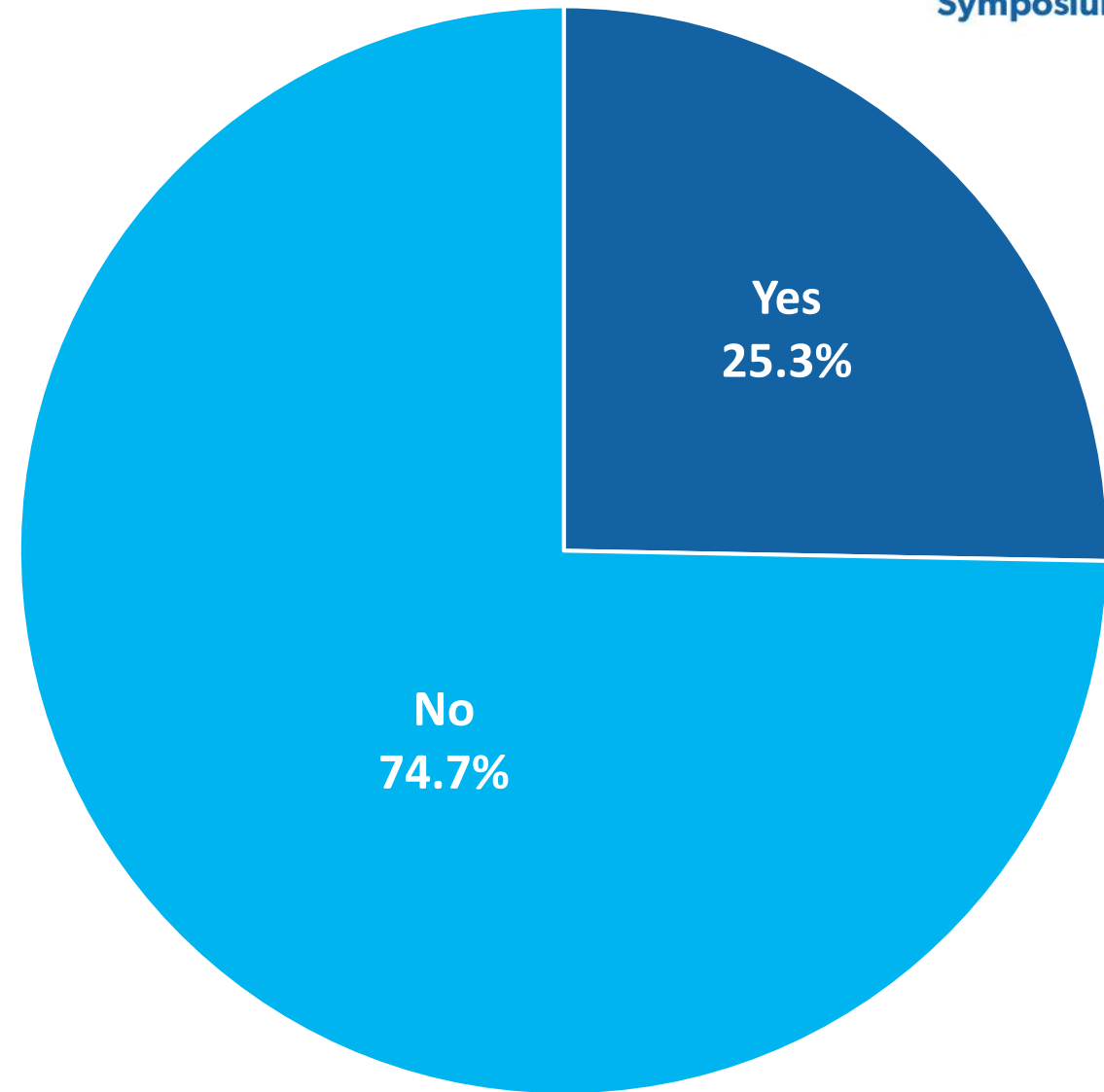


How often does the  
Chair position rotate  
between Directors?

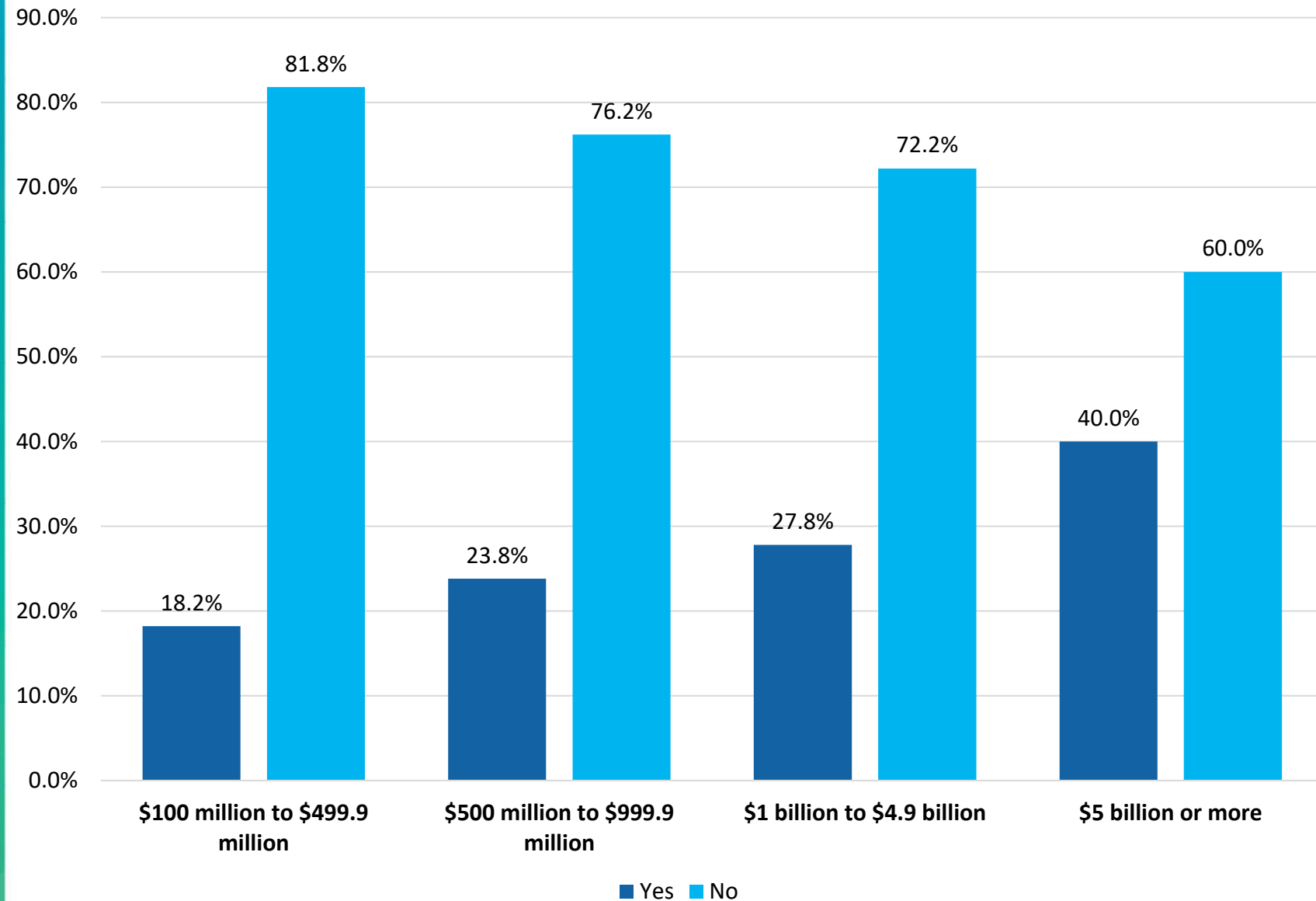


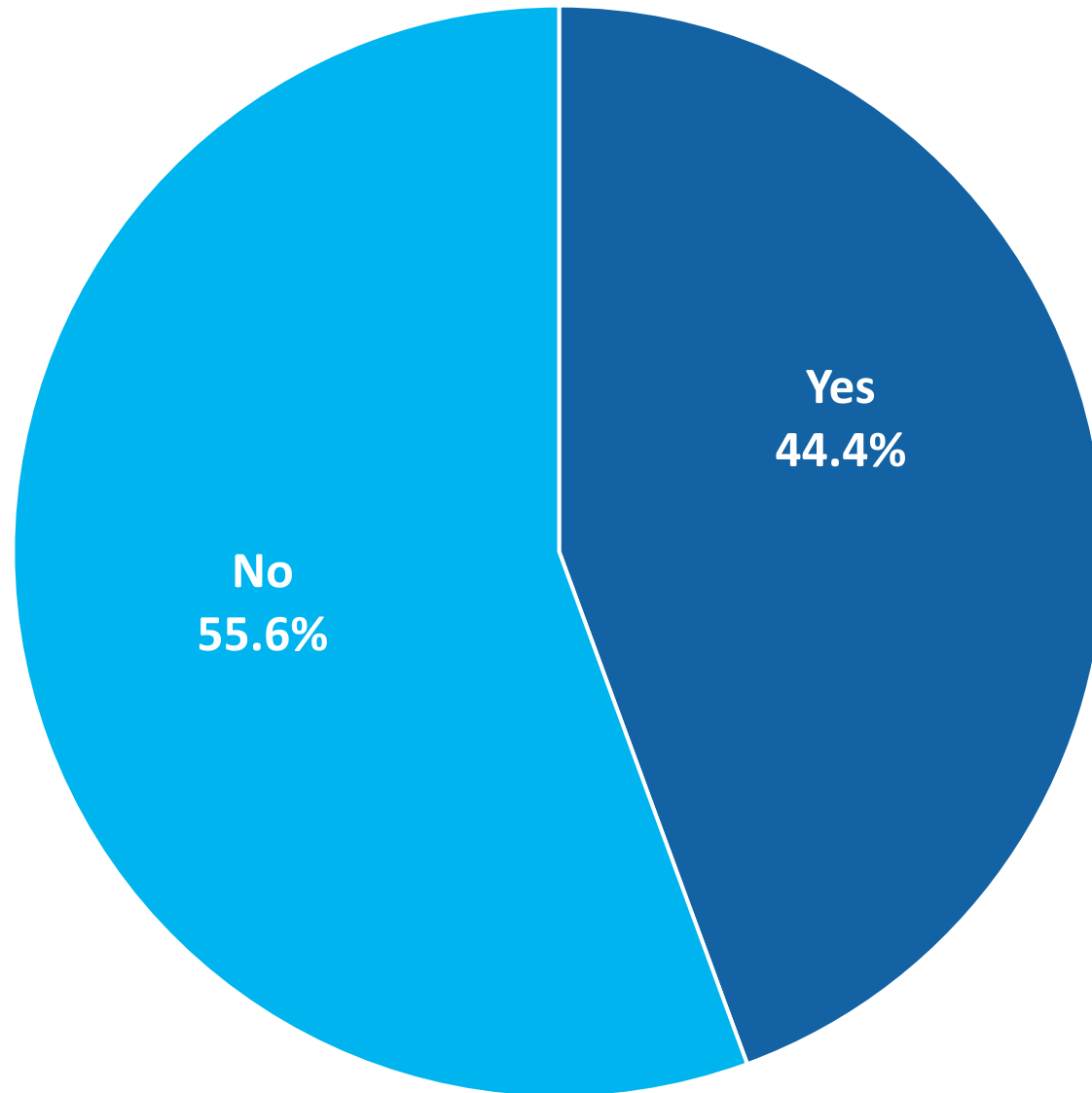
## How often does the Chair position rotate between Directors?

Does the Board  
mandate rotation of  
officer positions?

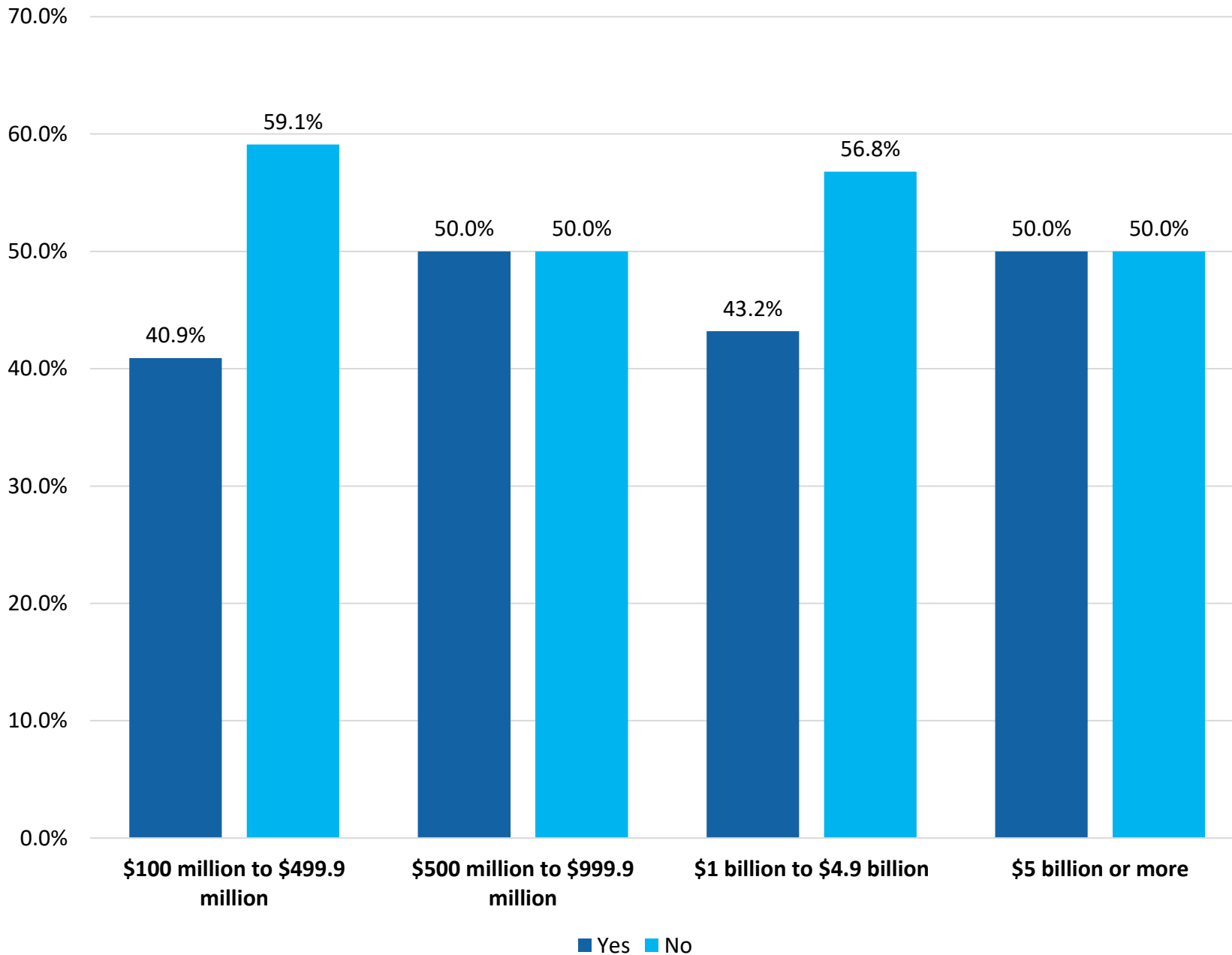


# Does the Board mandate rotation of officer positions?



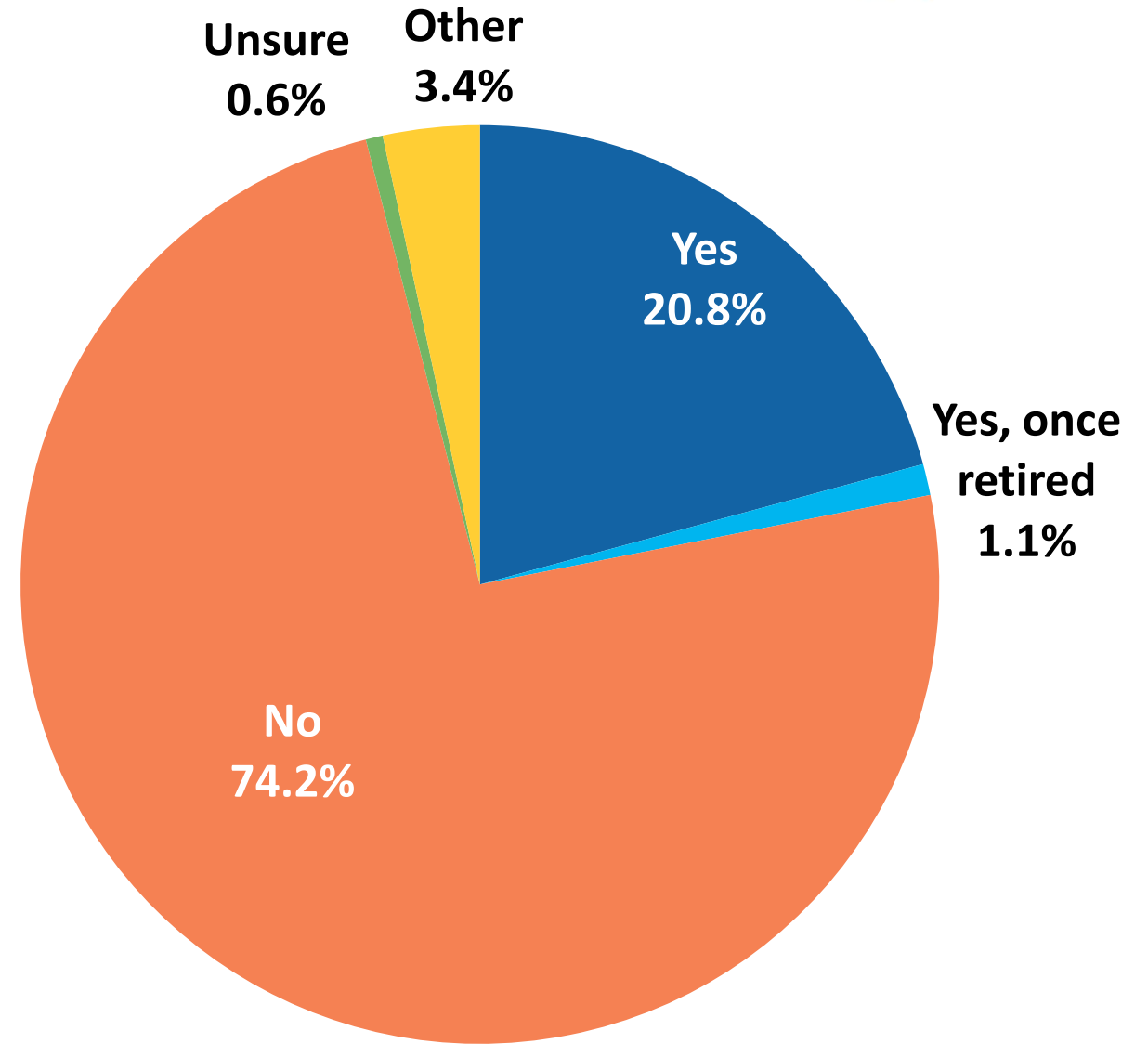


**Do you feel that rotation of officer positions should be mandated?**



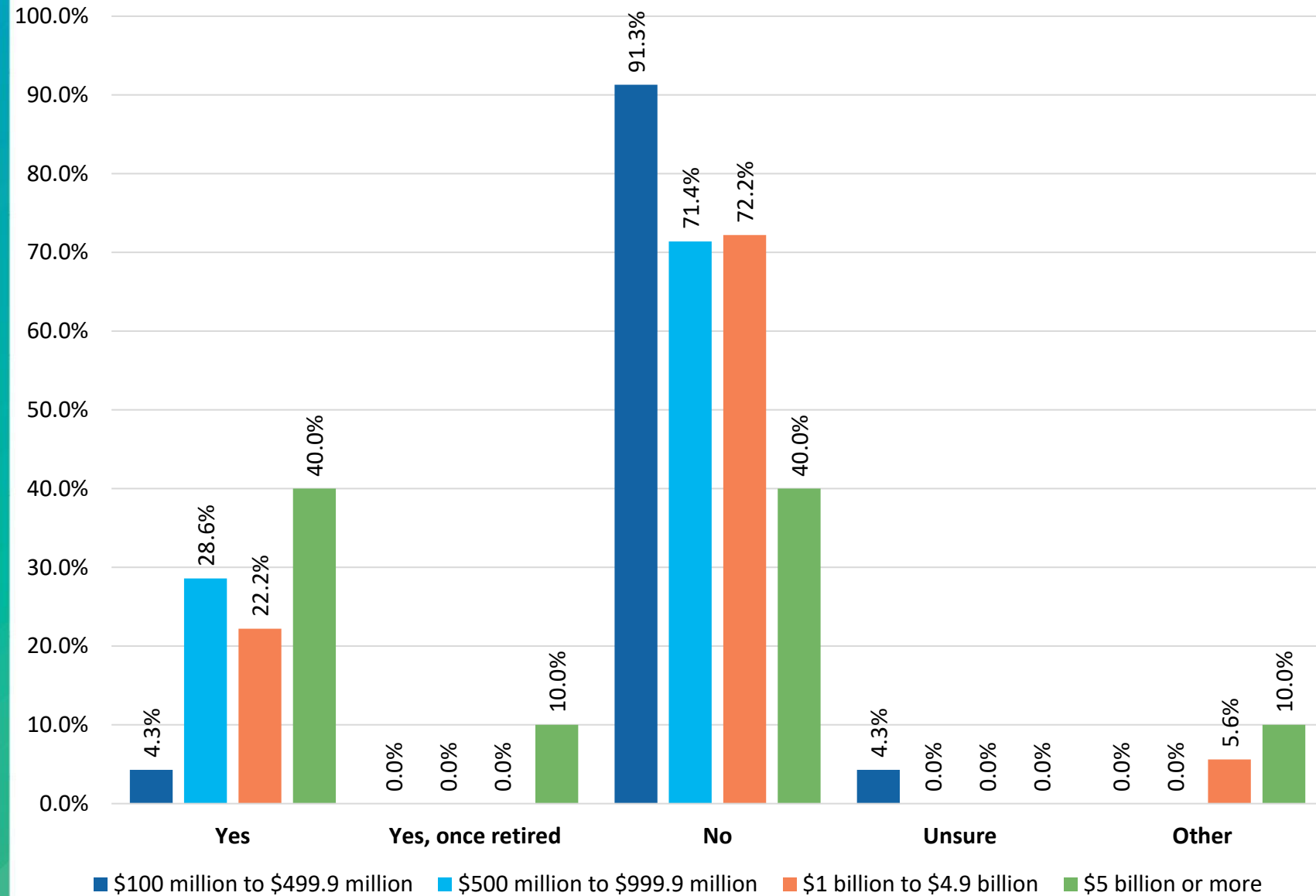
Do you feel that rotation of officer positions should be mandated?

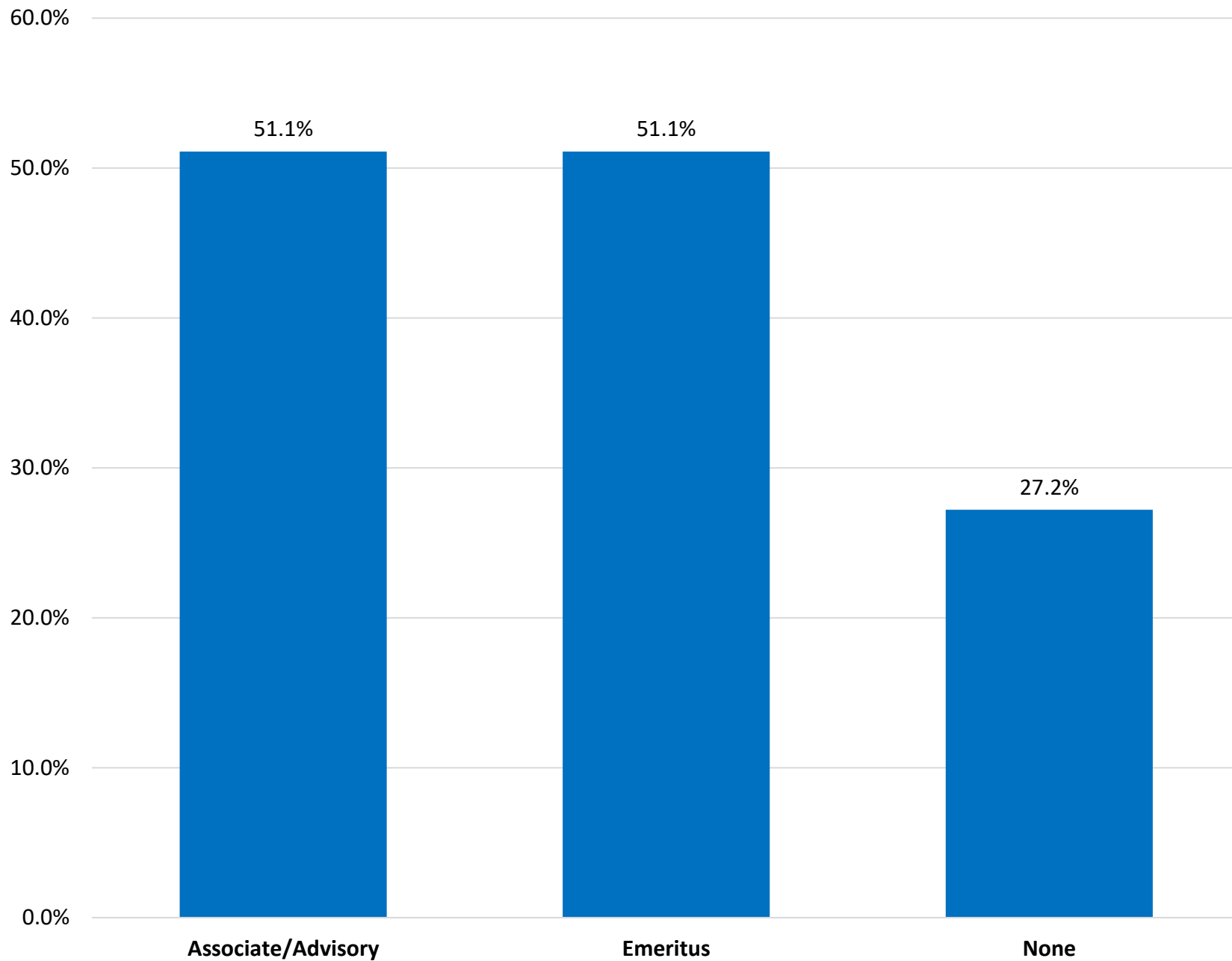
# Does the Board have term limits?



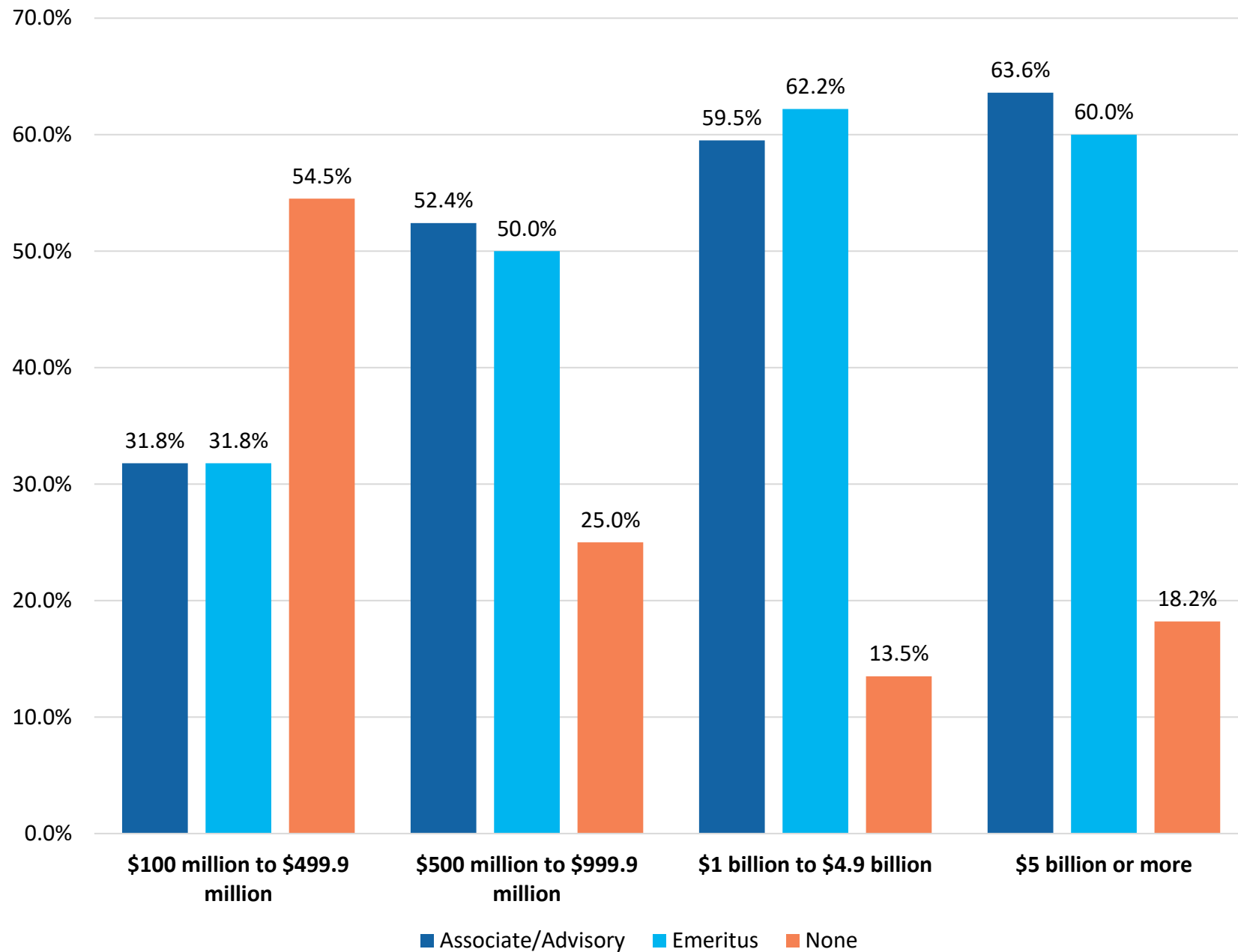


# Does the Board have term limits?



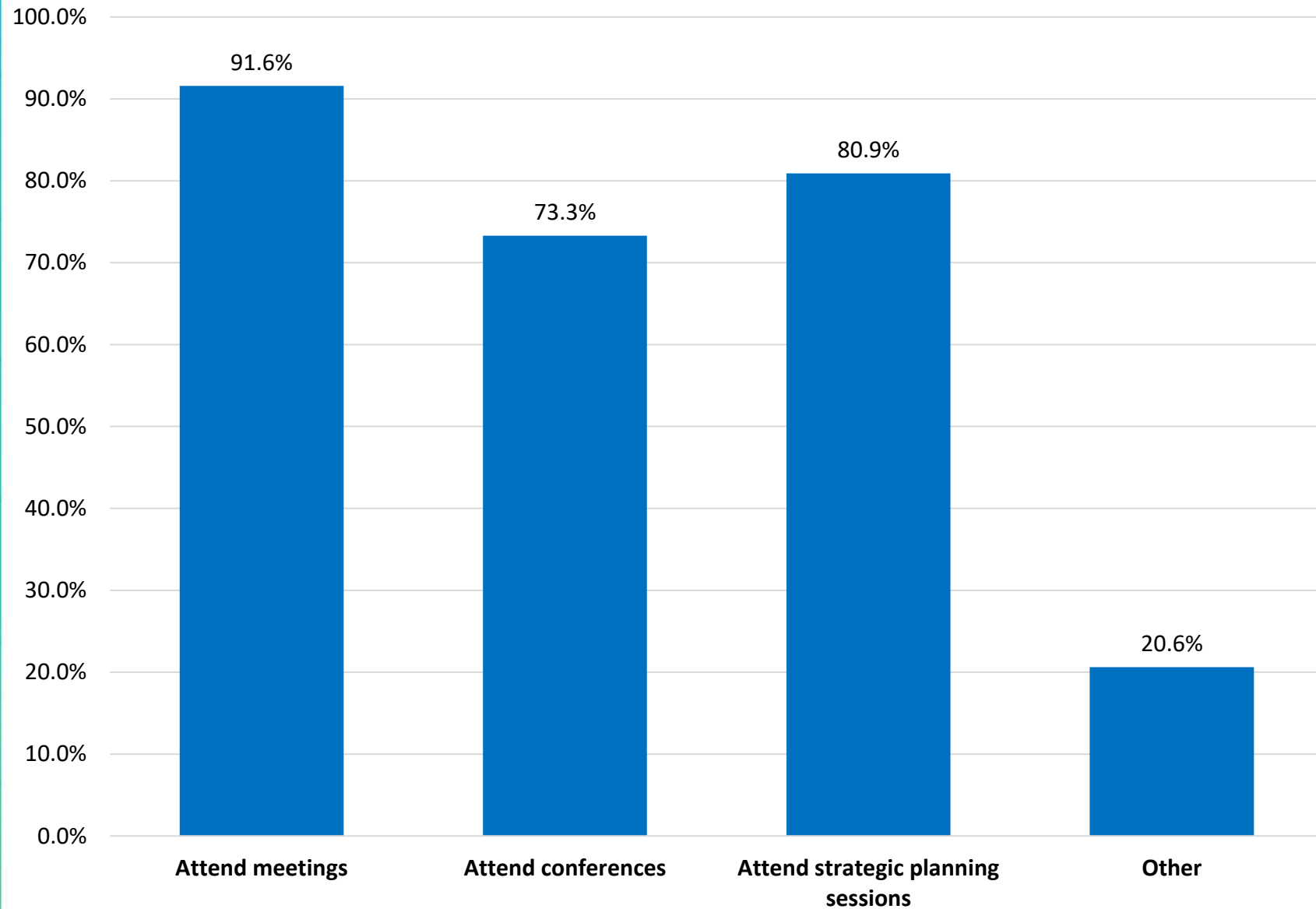


Do you offer Board Associate/Advisory or Emeritus positions?

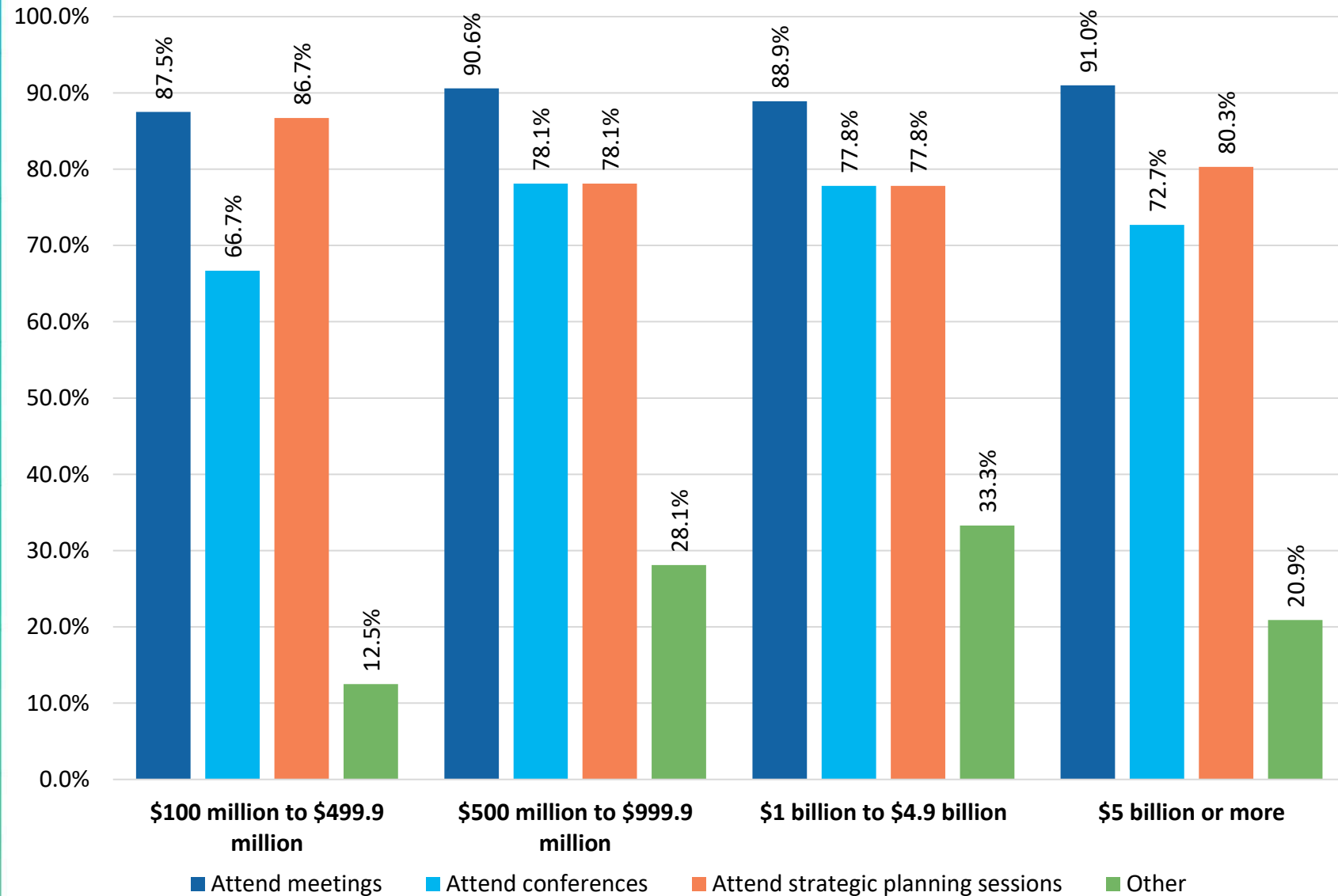


Do you offer Board Associate/Advisory or Emeritus positions?

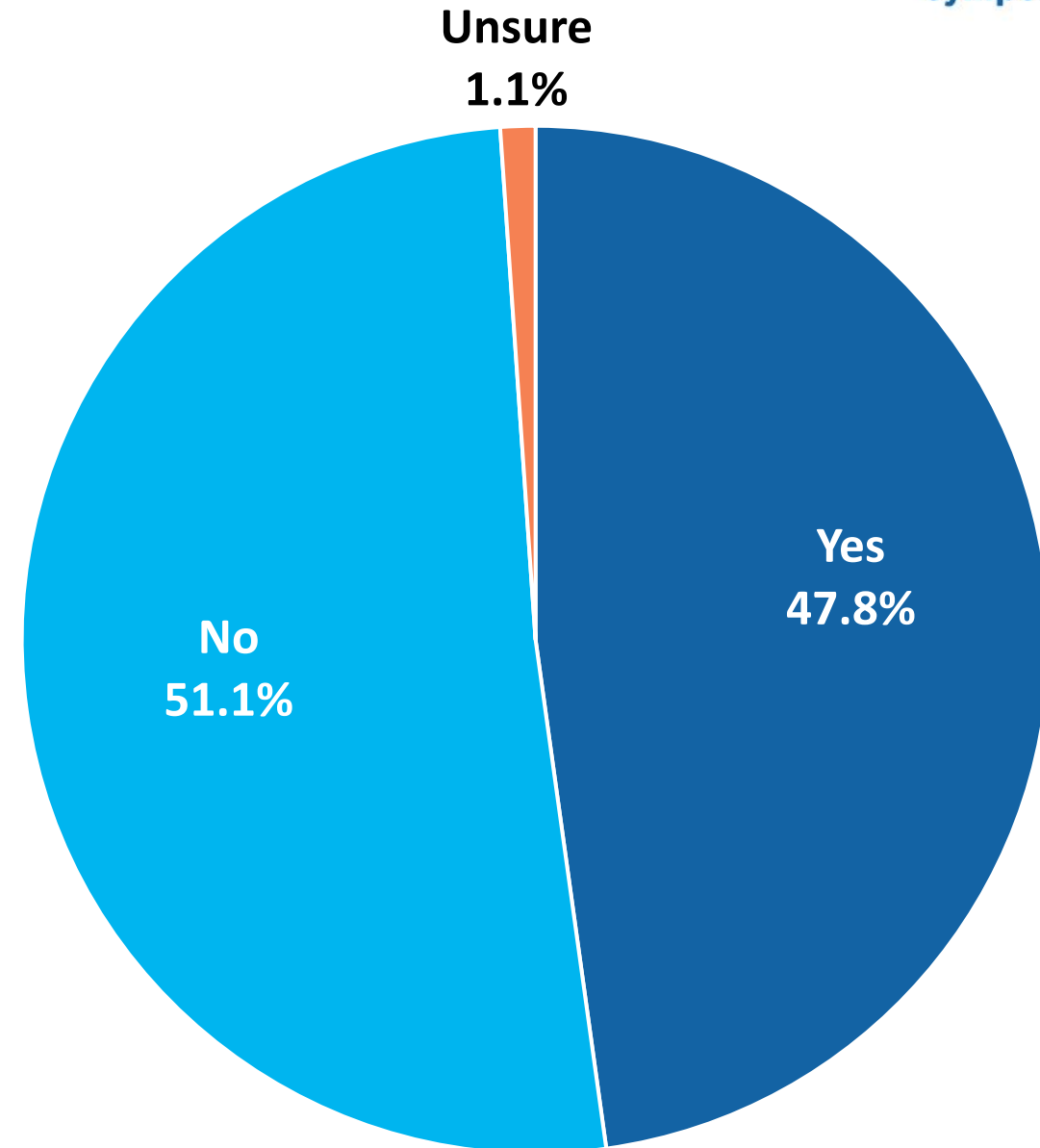
# What can those in Board Associate/ Advisory or Emeritus positions do?



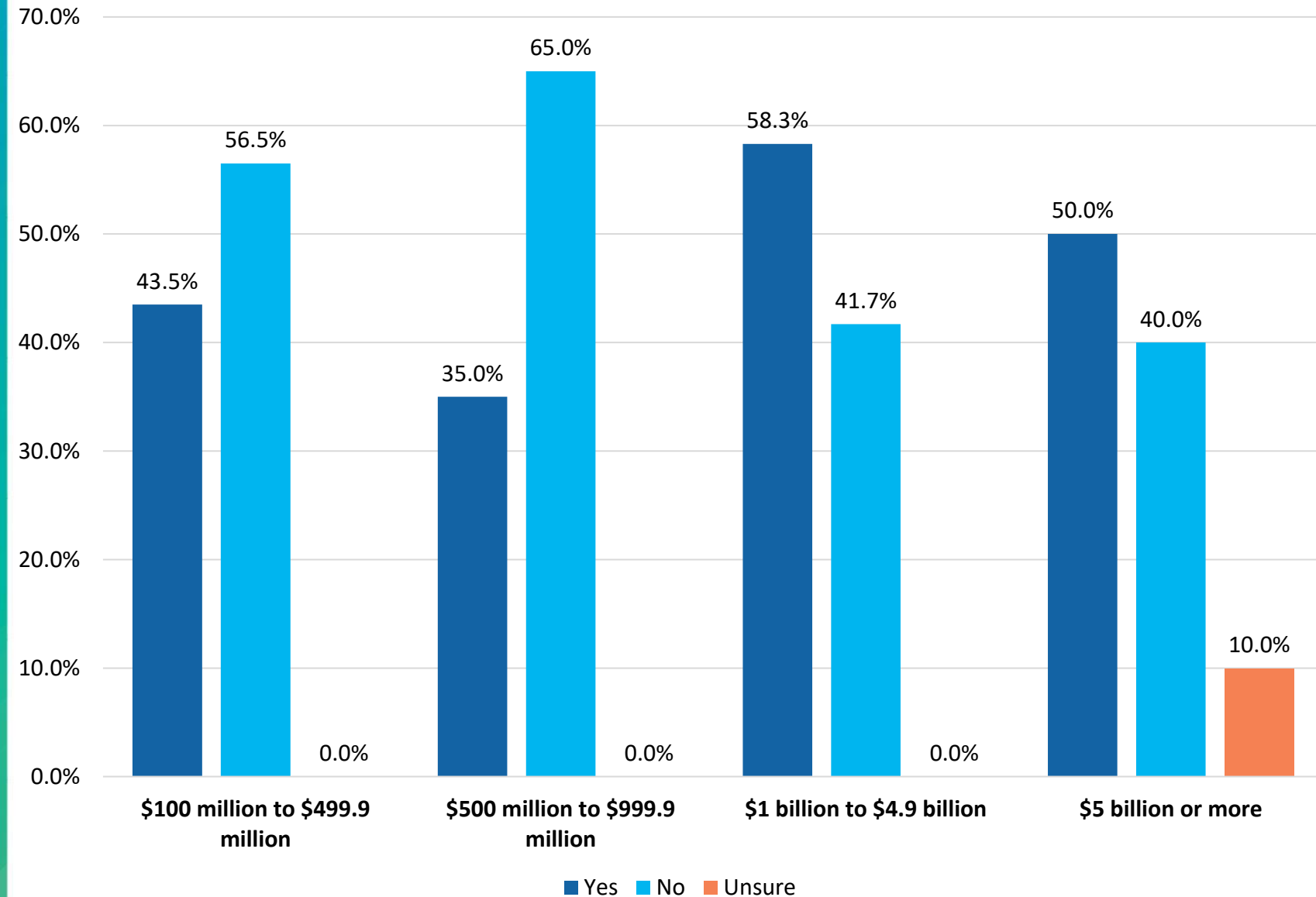
# What can those in Board Associate/ Advisory or Emeritus positions do?



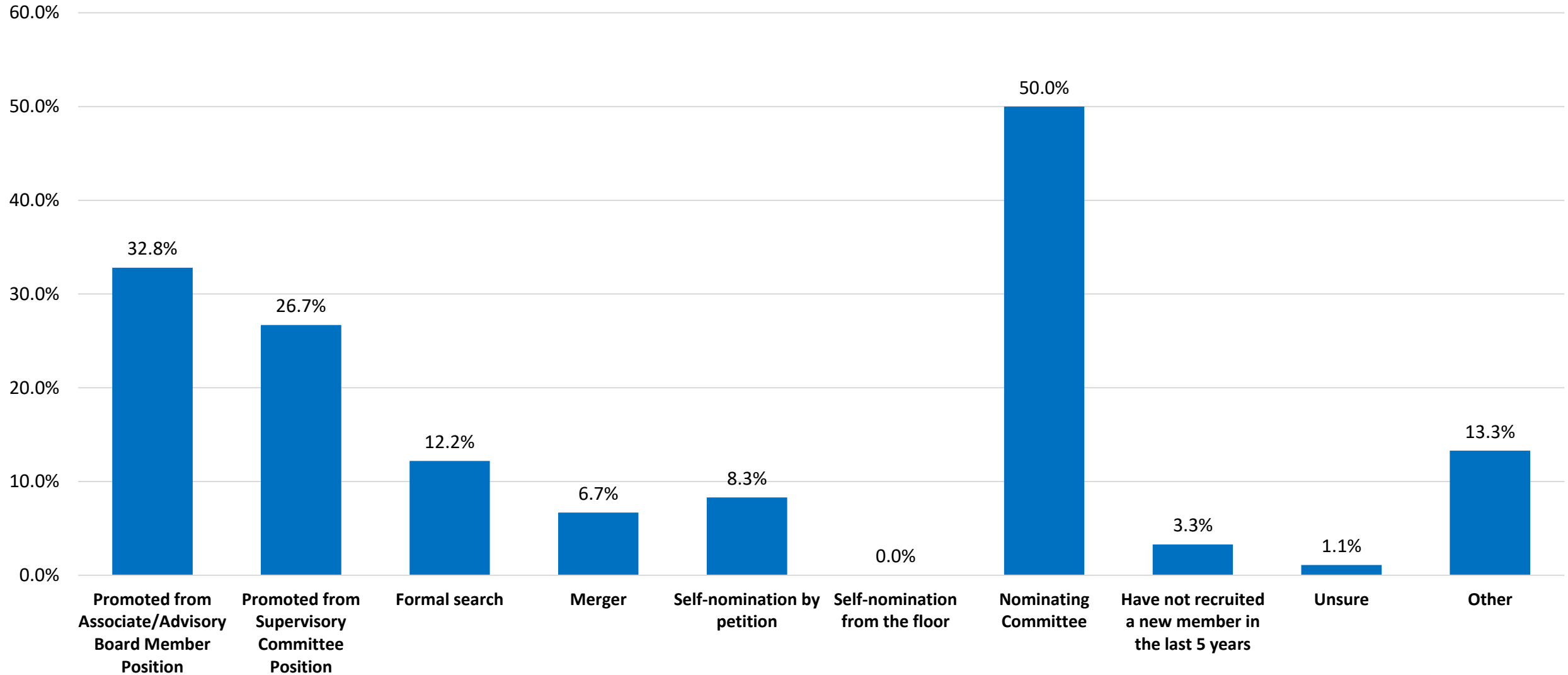
Do you have a formal  
process for recruiting  
Board members?



# Do you have a formal process for recruiting Board members?

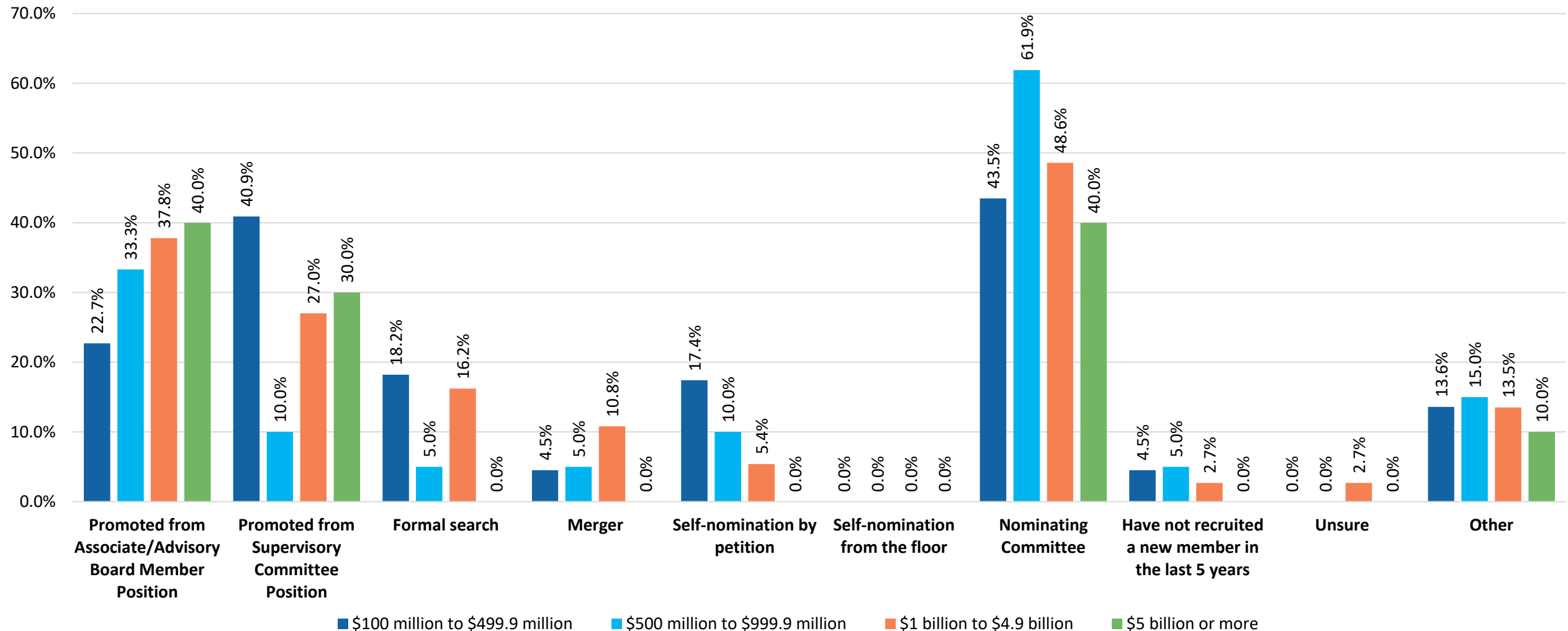


## How did you recruit your newest Board member?

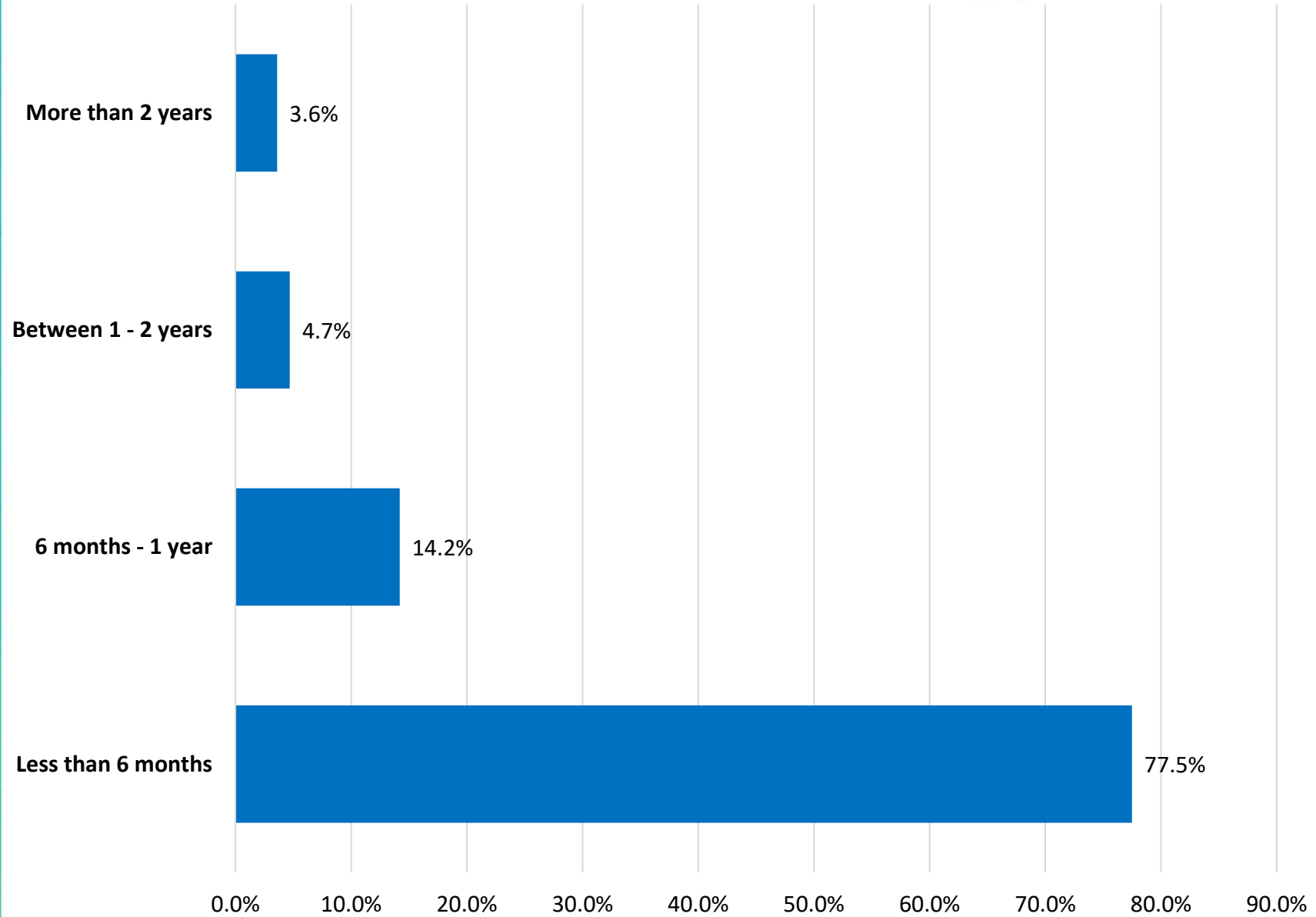




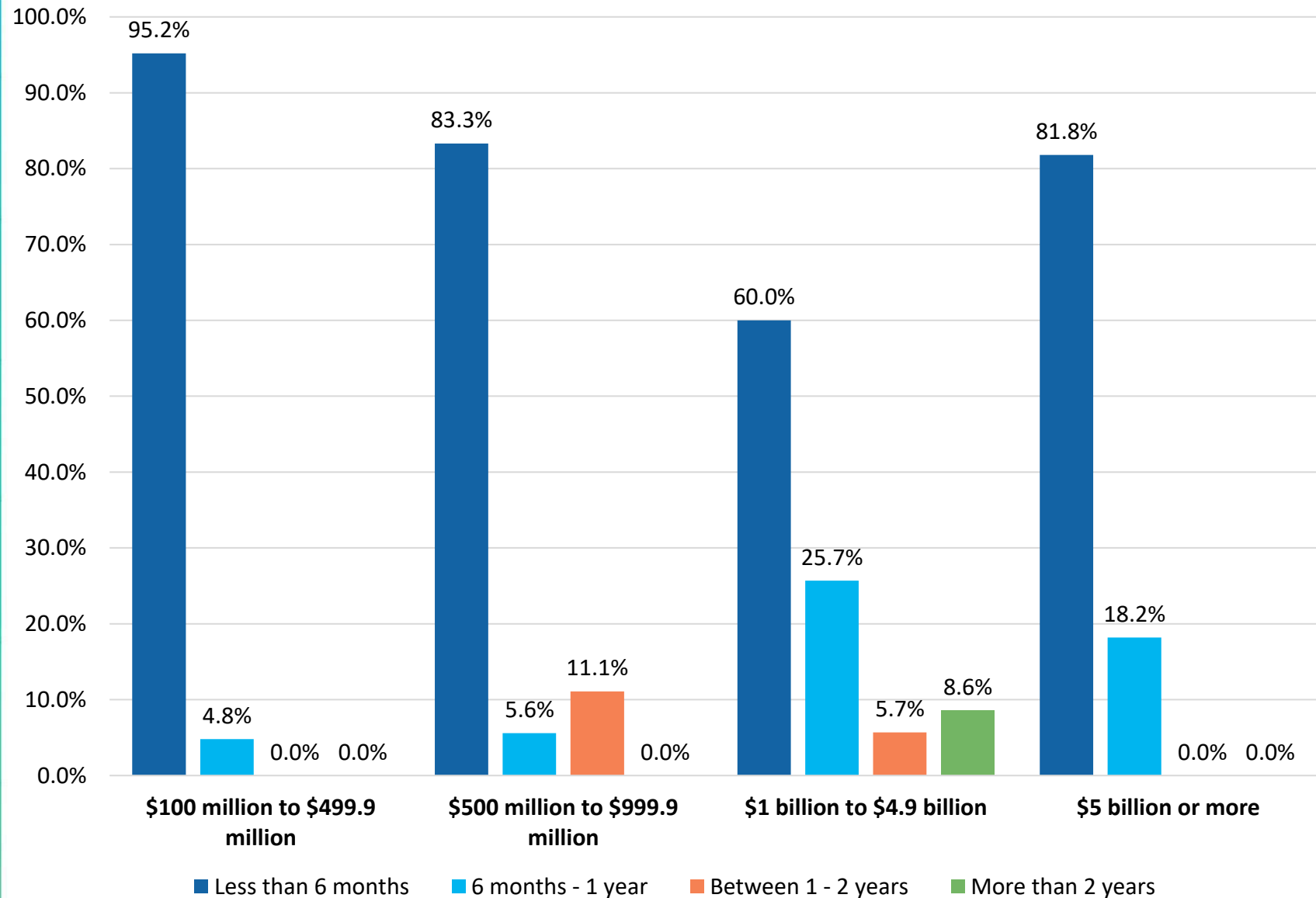
## How did you recruit your newest Board member?

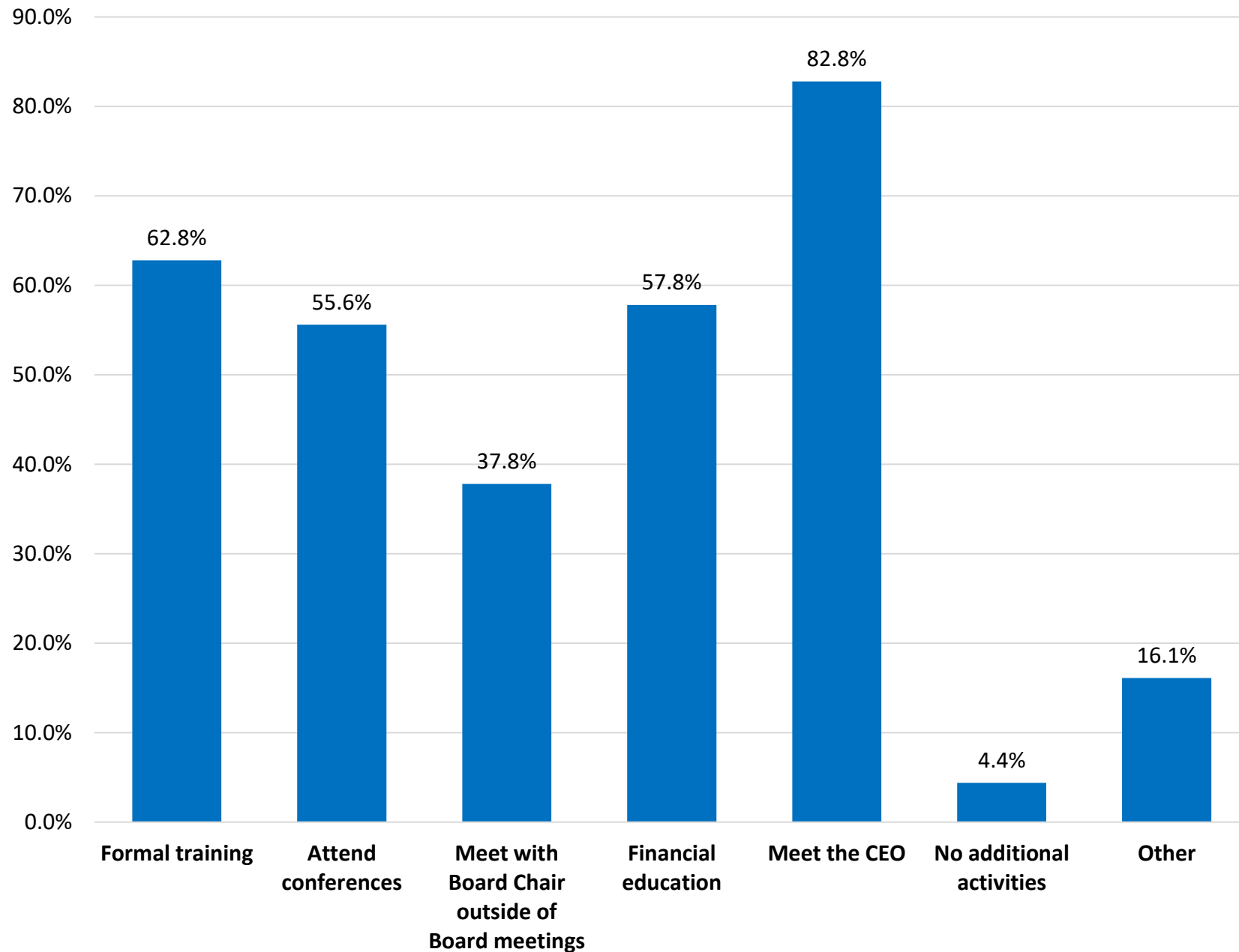


# How long did it take to recruit your newest Board member?

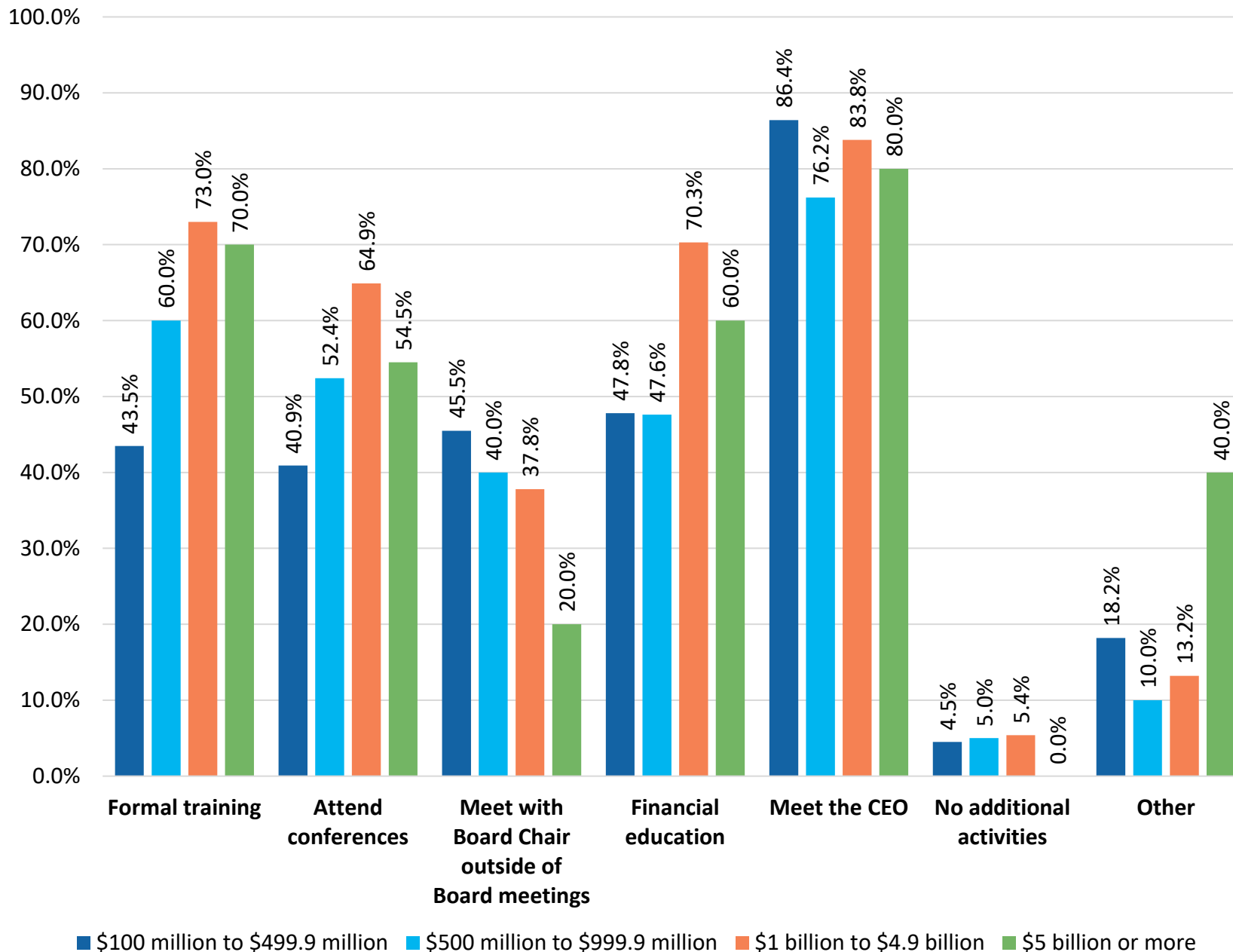


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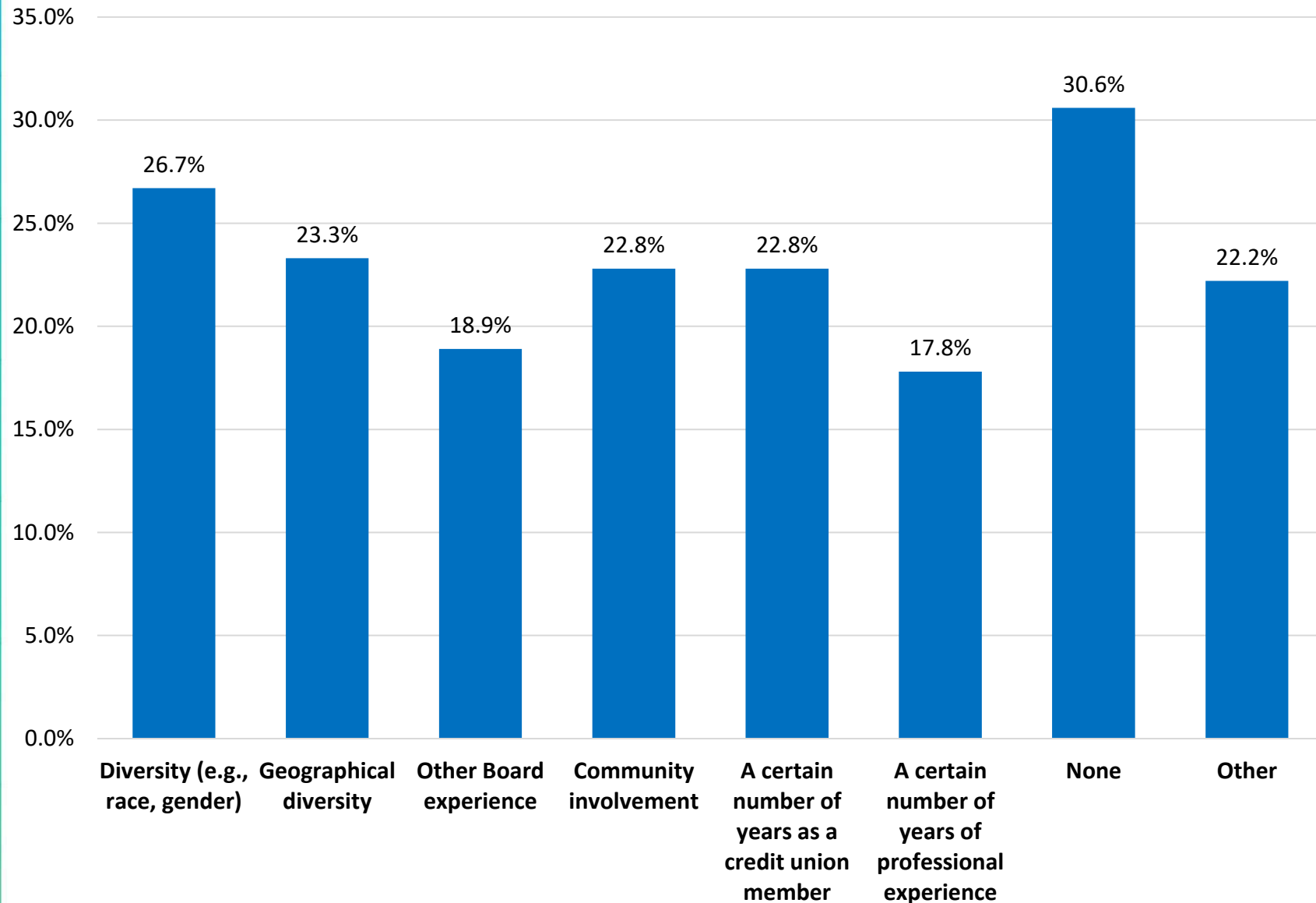


What does a new Board member typically do in their first year?

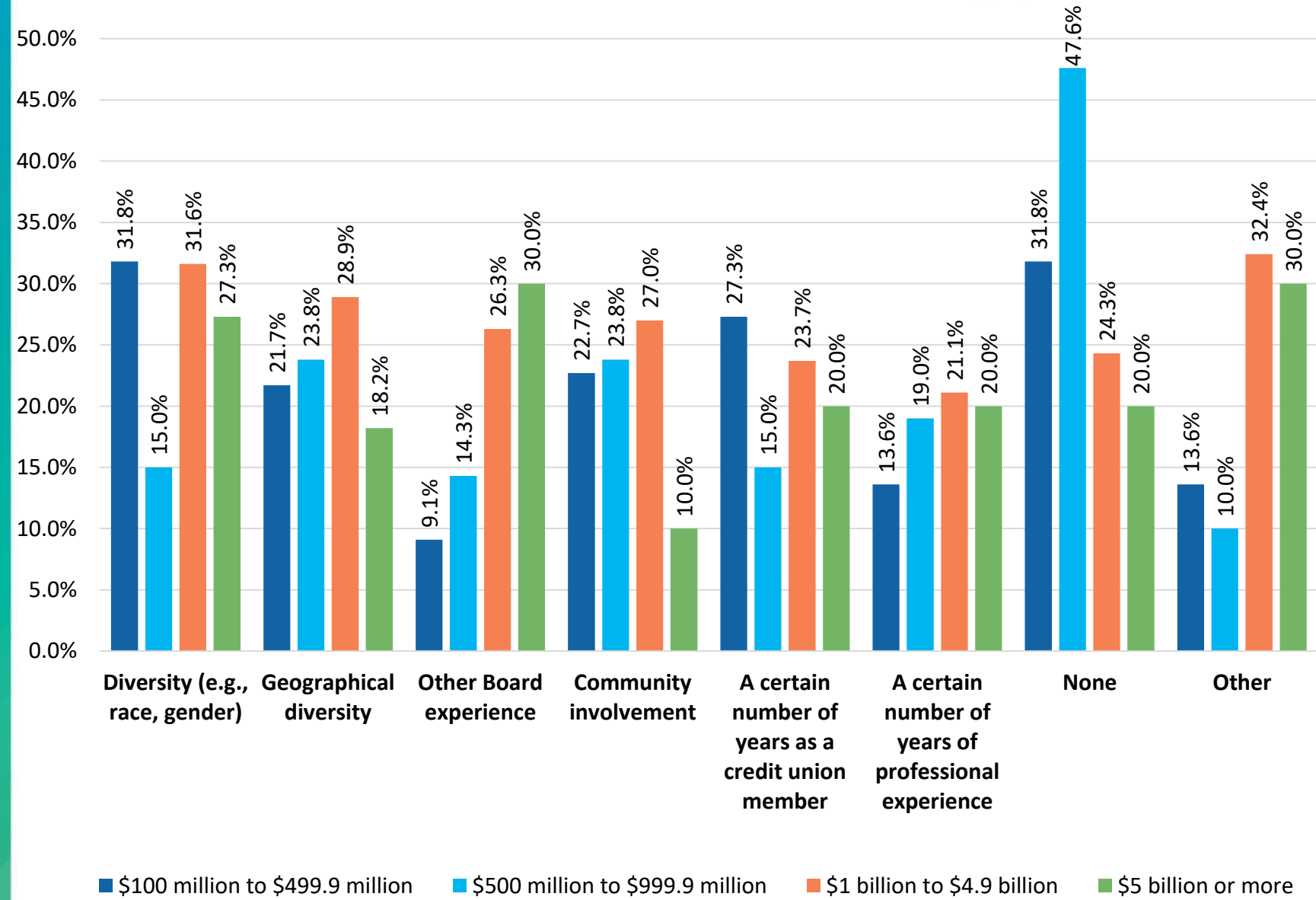


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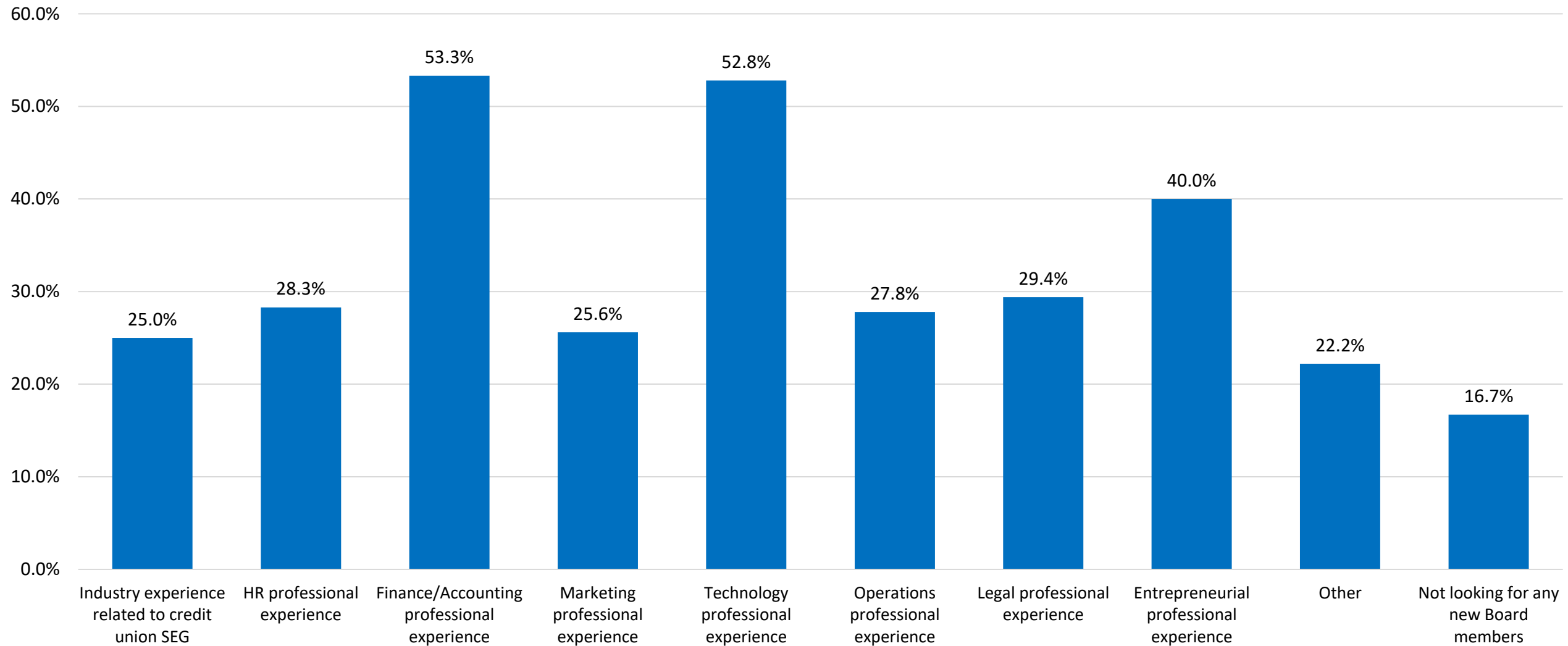
Do your newest Board members have to satisfy any of the following criteria?



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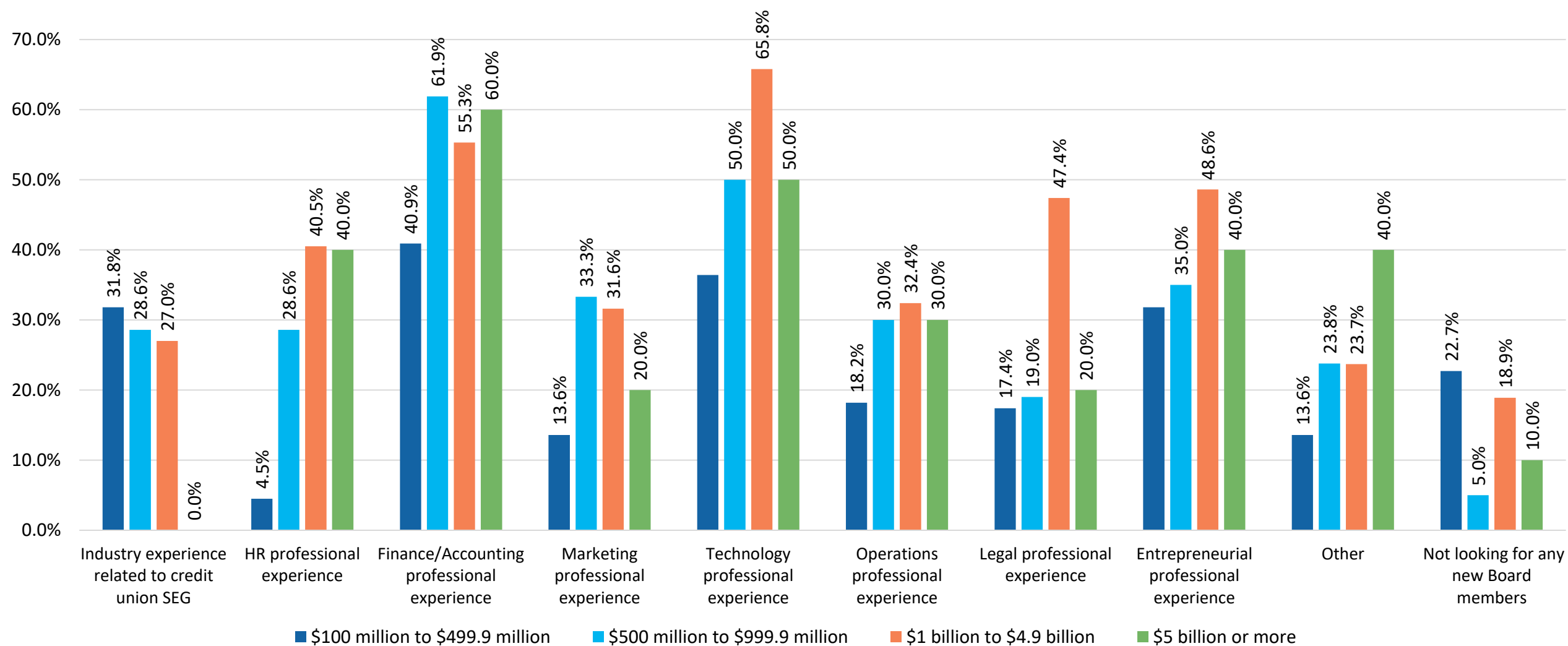


# Which of the following are you looking for in new Board members?

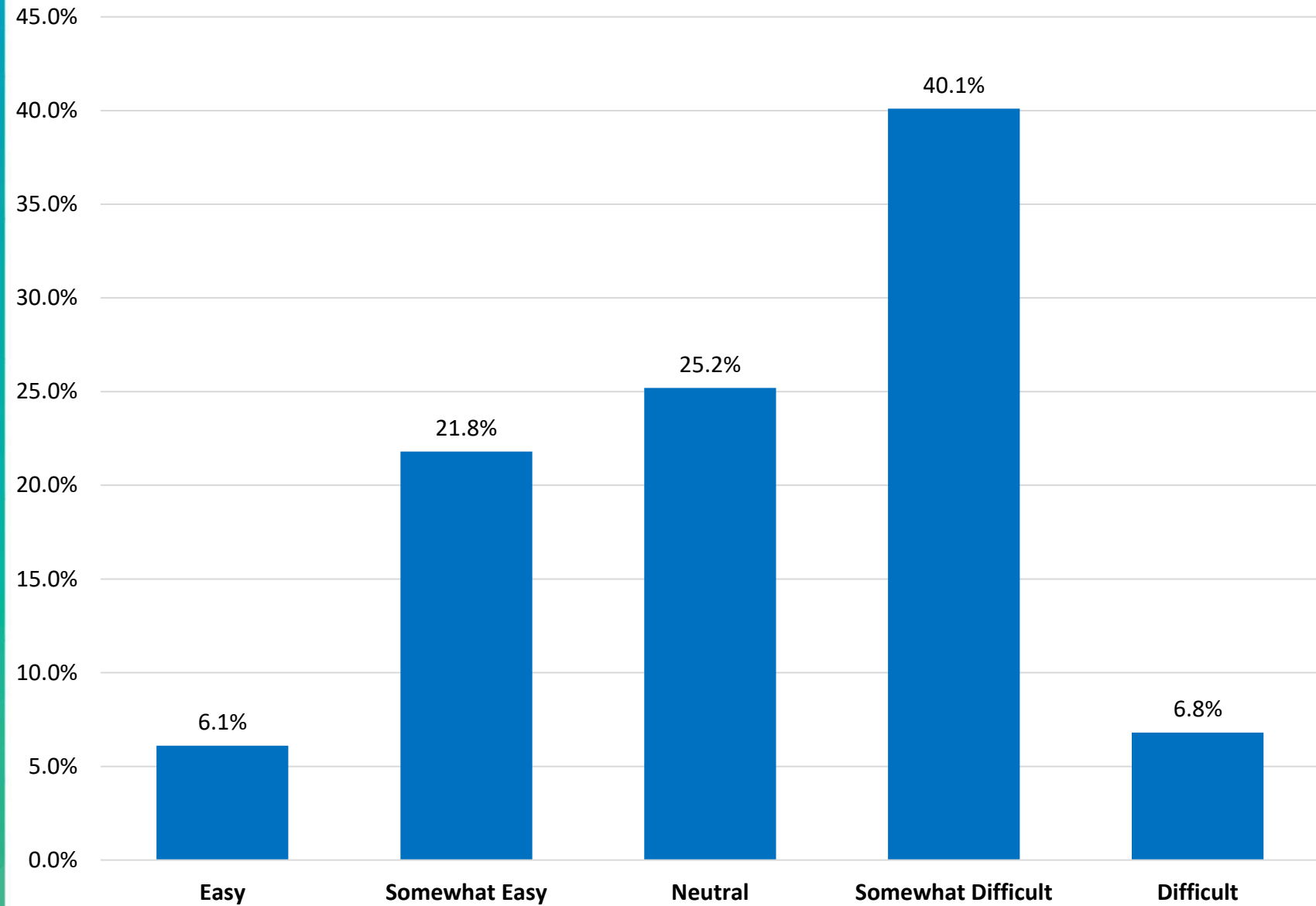




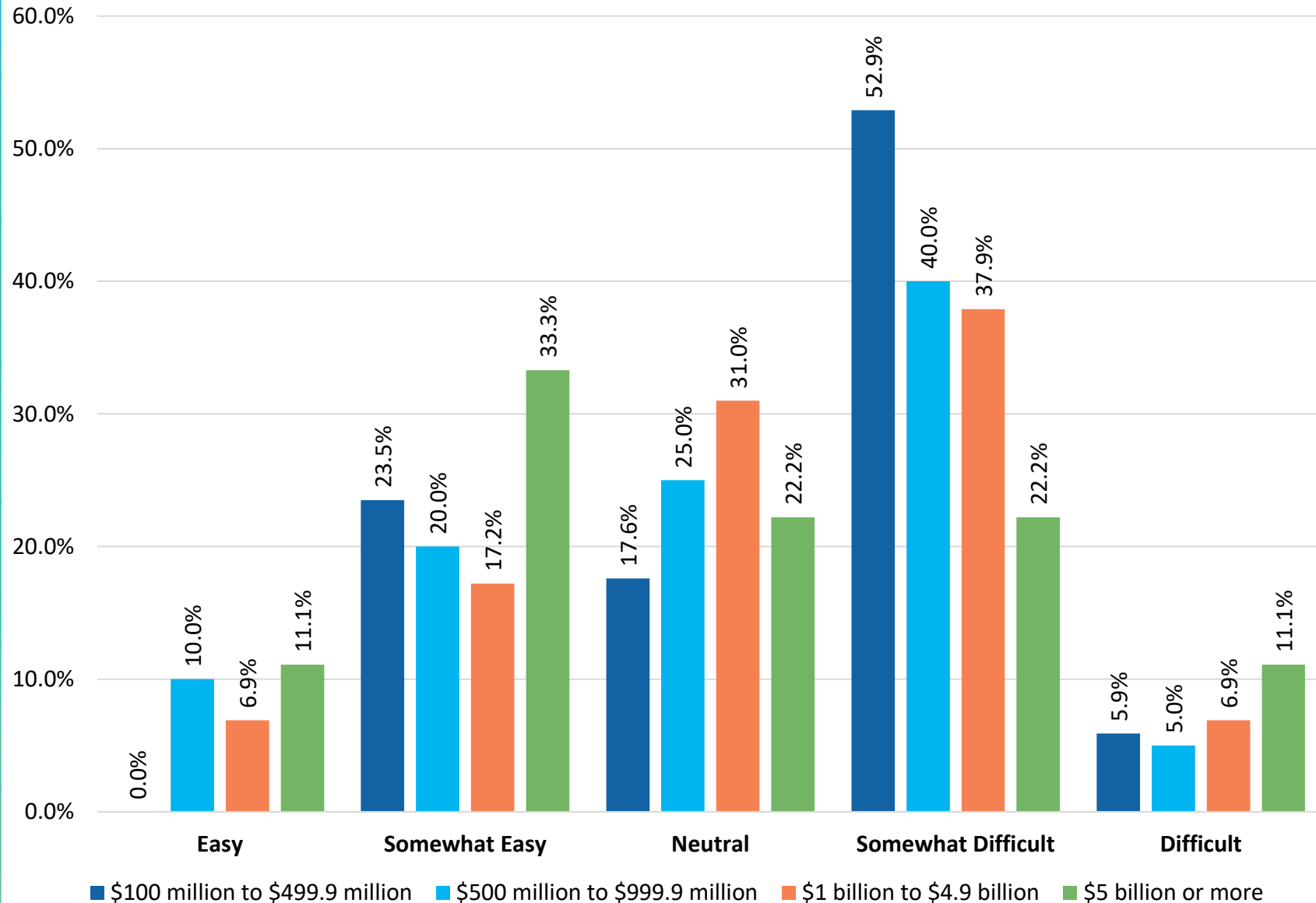
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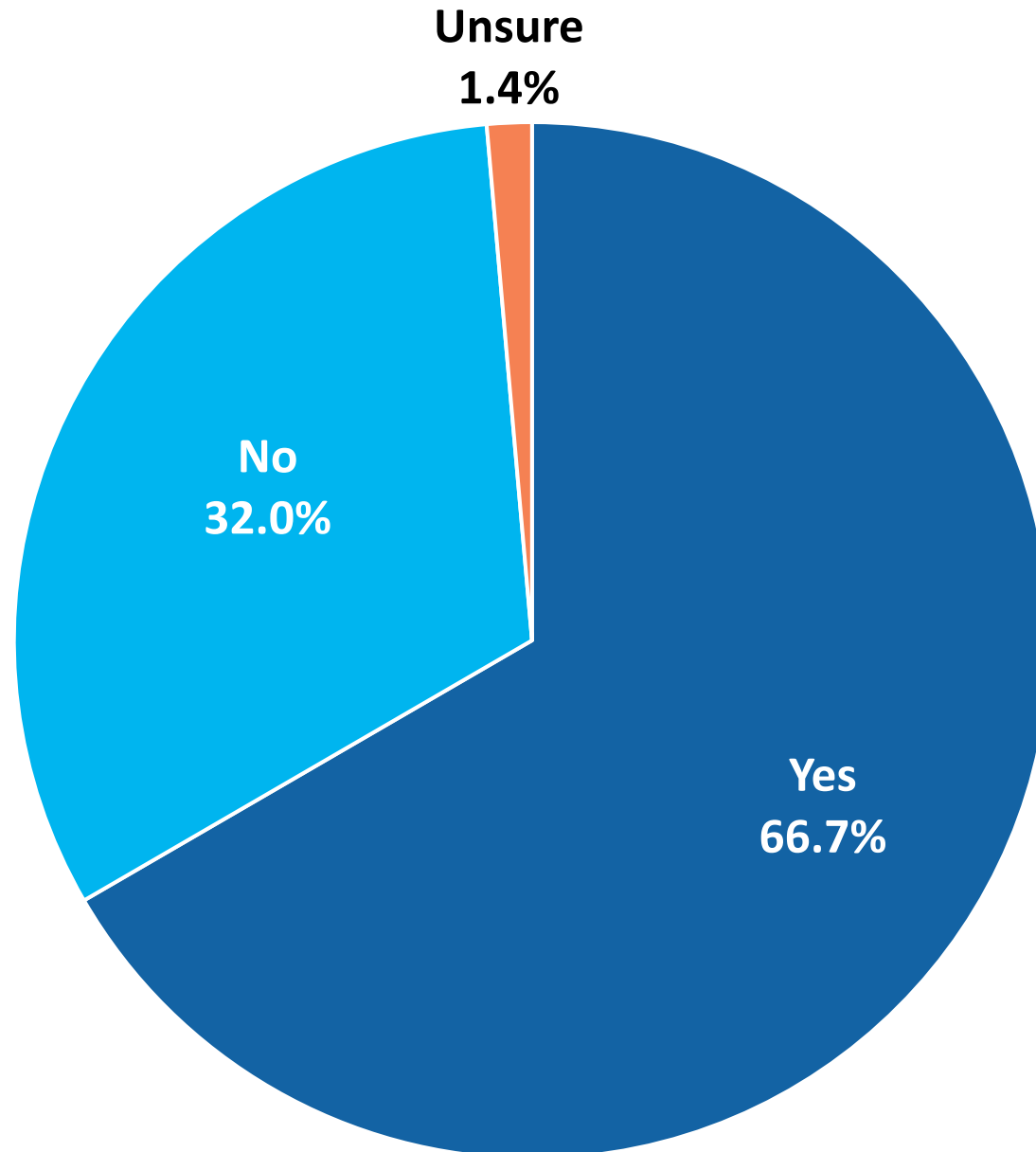


# How difficult is it to recruit new Board members?

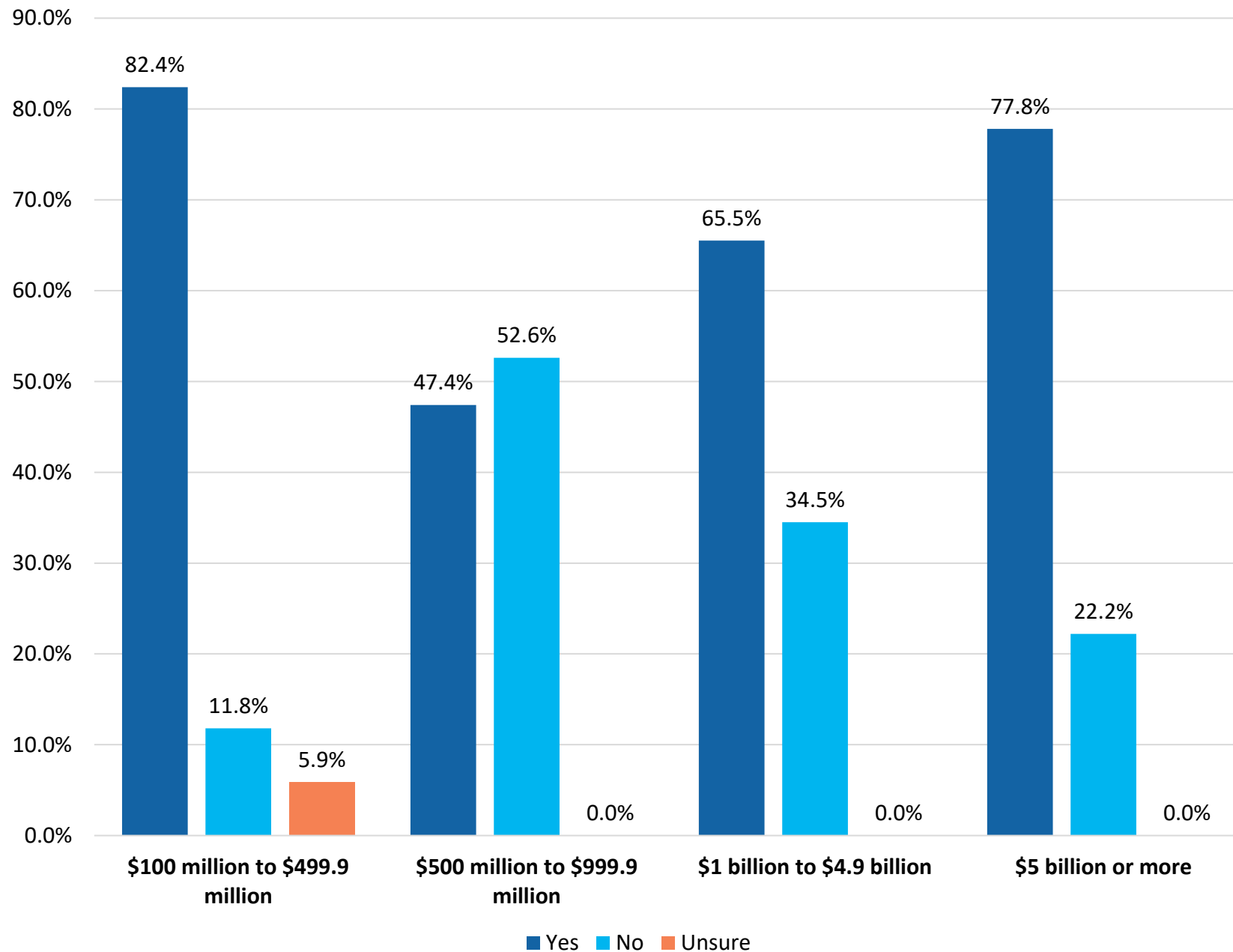


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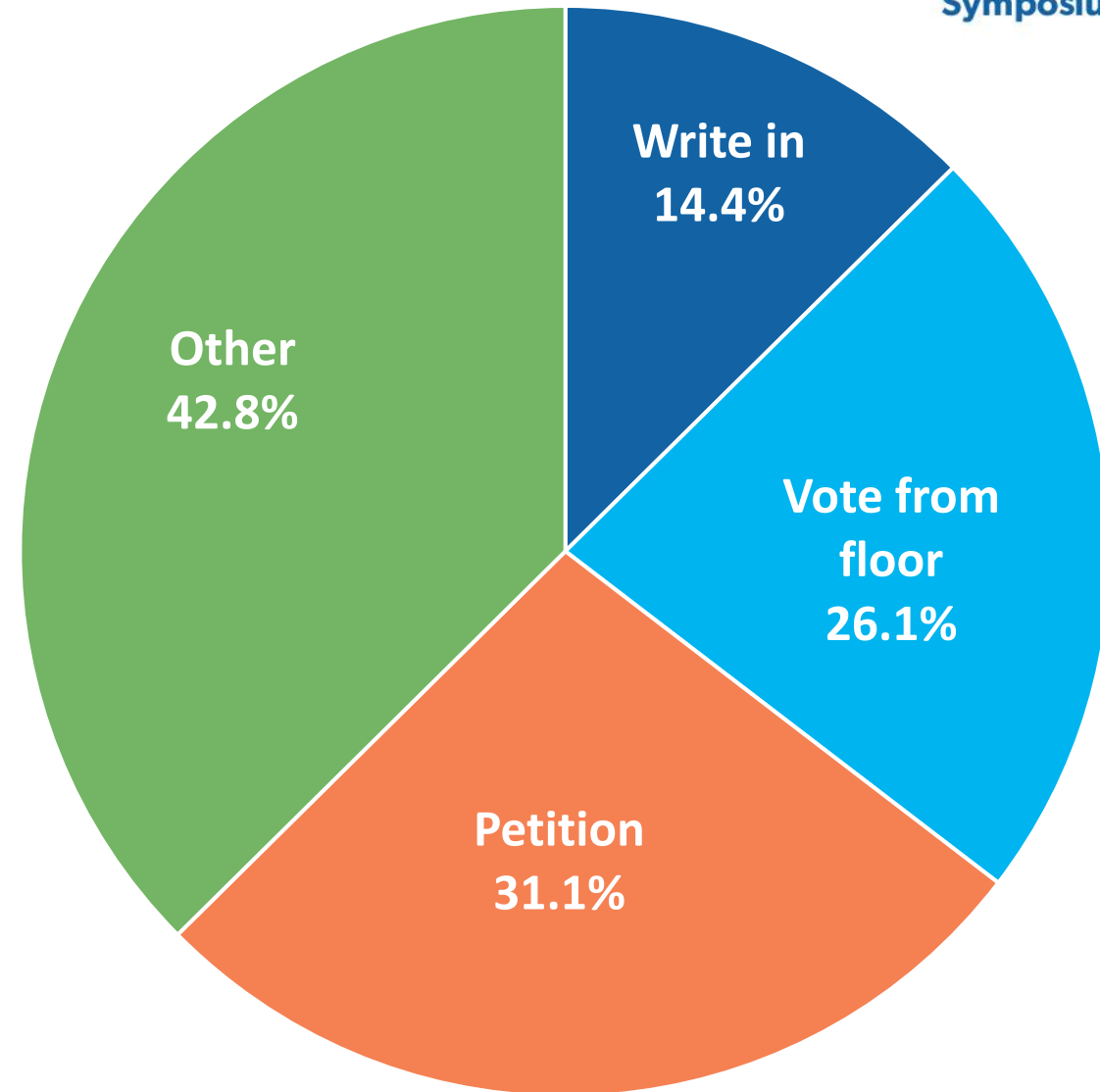


**Does management  
take an active part in  
Board recruitment?**

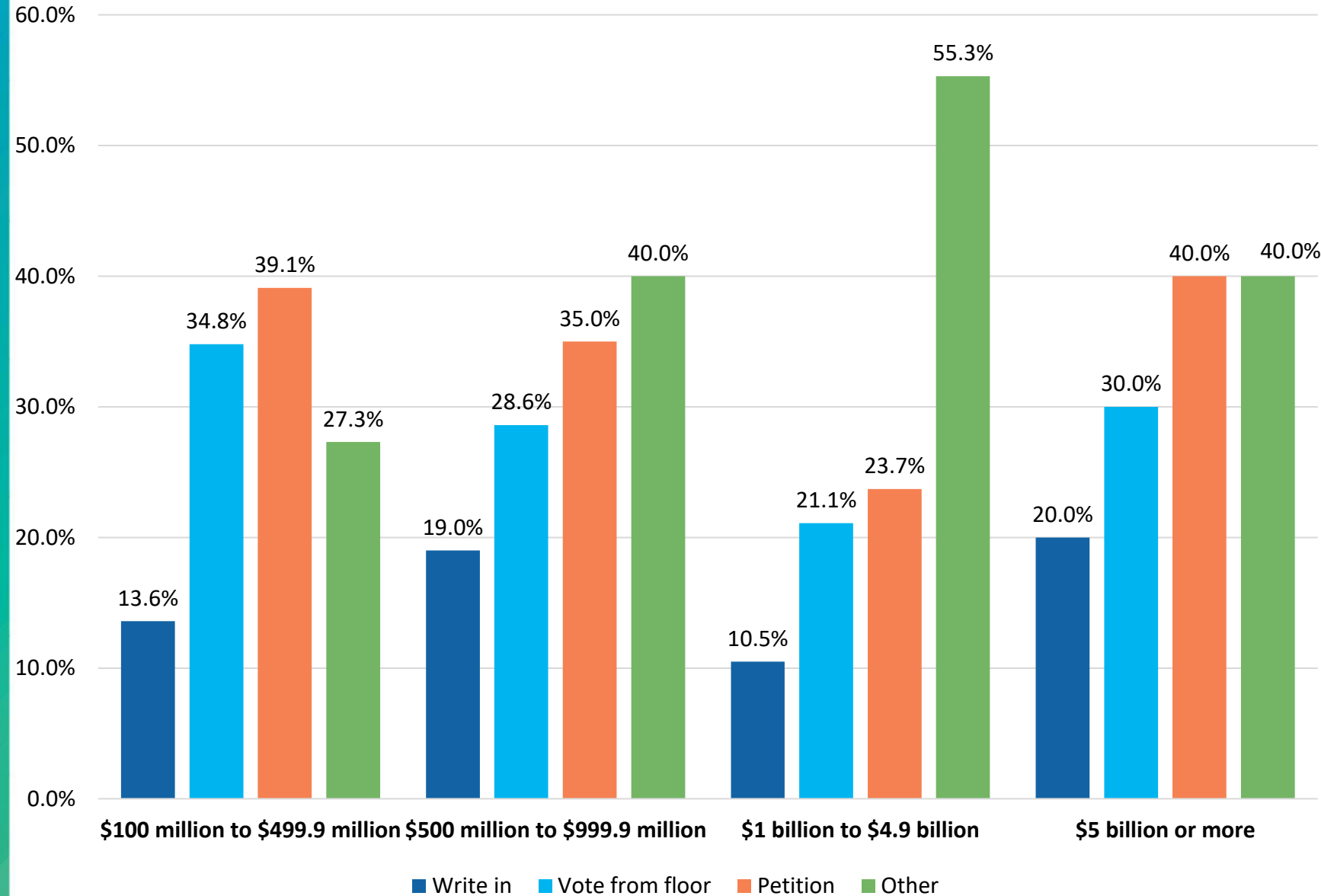


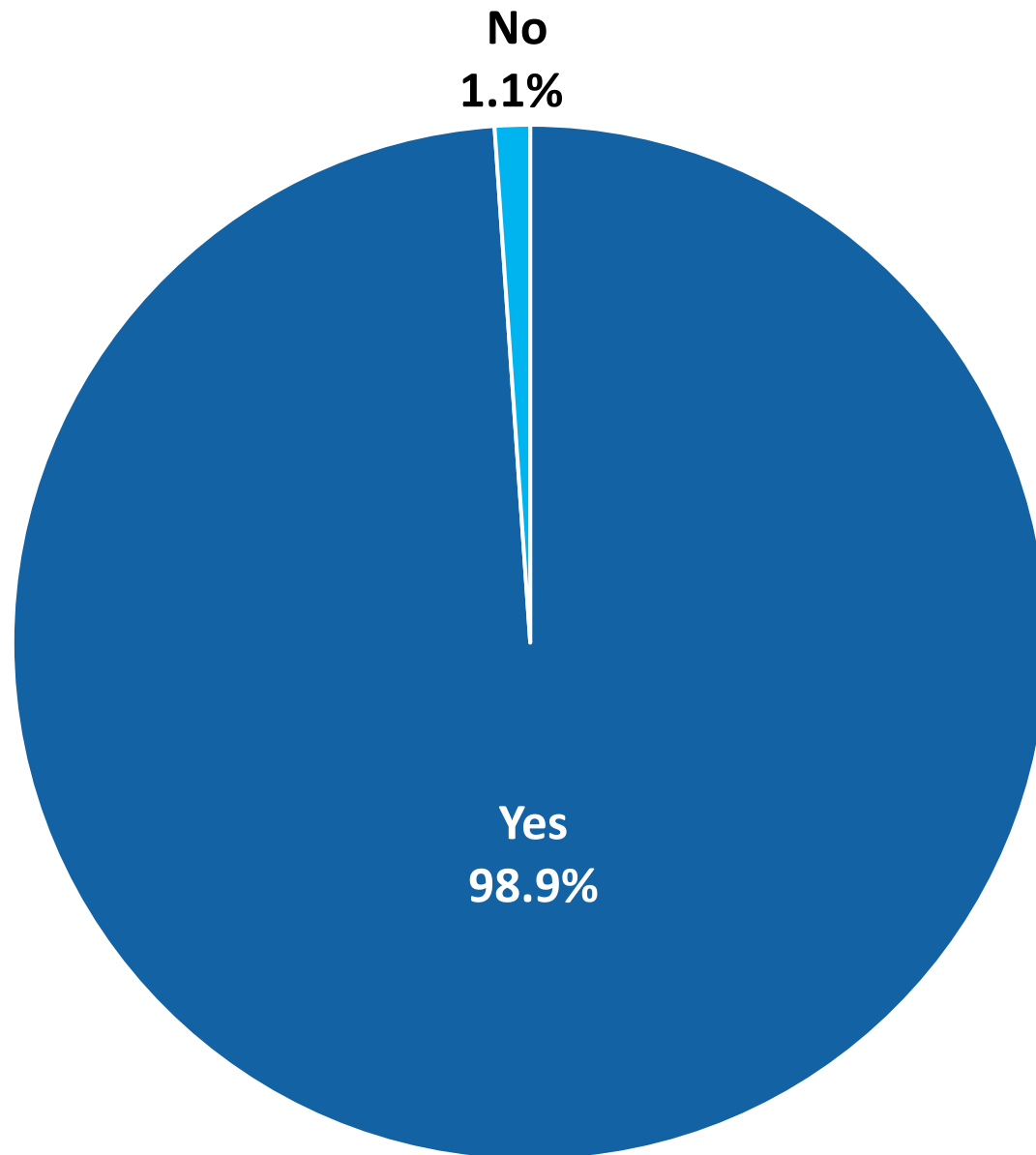
Does management take an active part in Board recruitment?

# How are Board elections conducted?



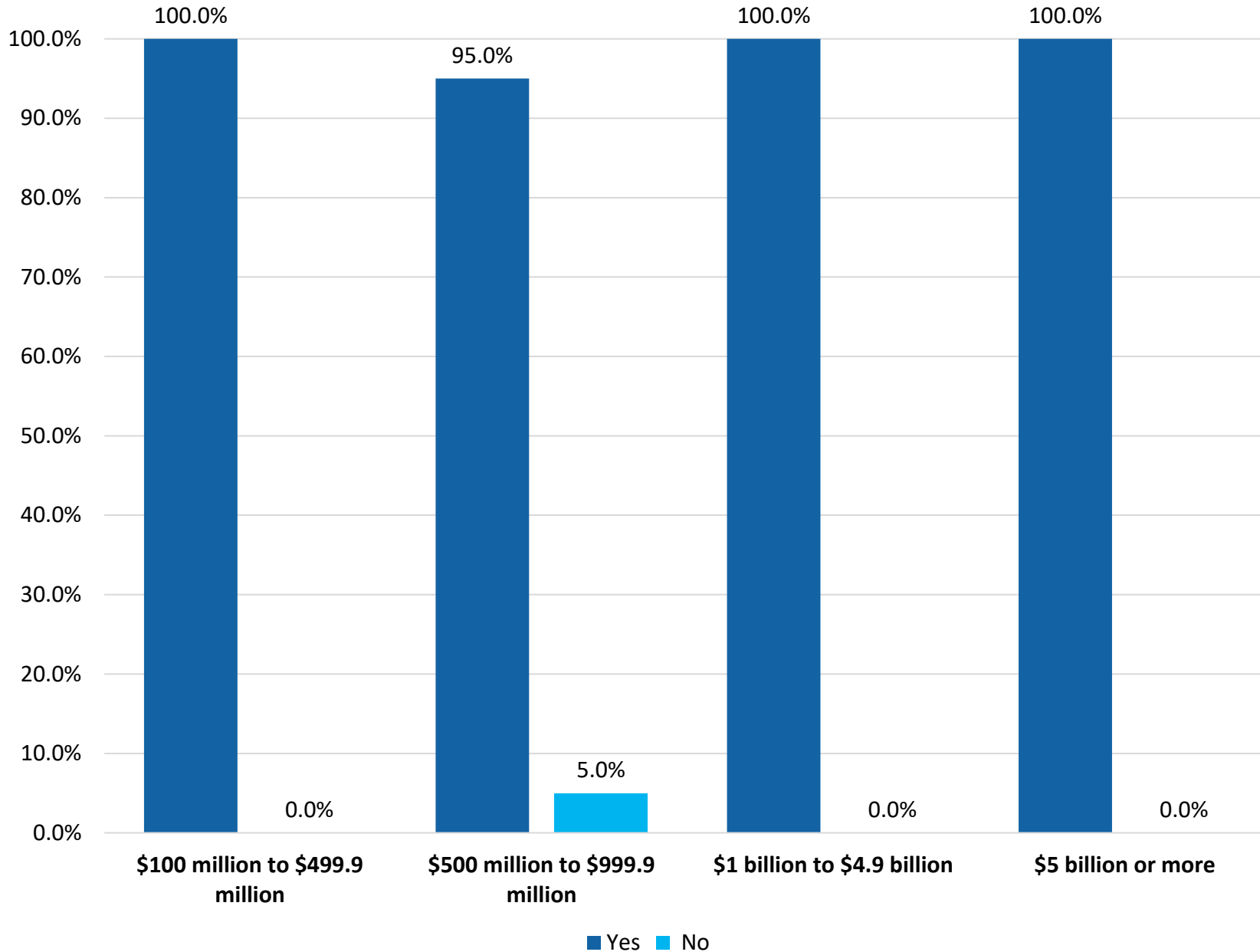
# How are Board elections conducted?





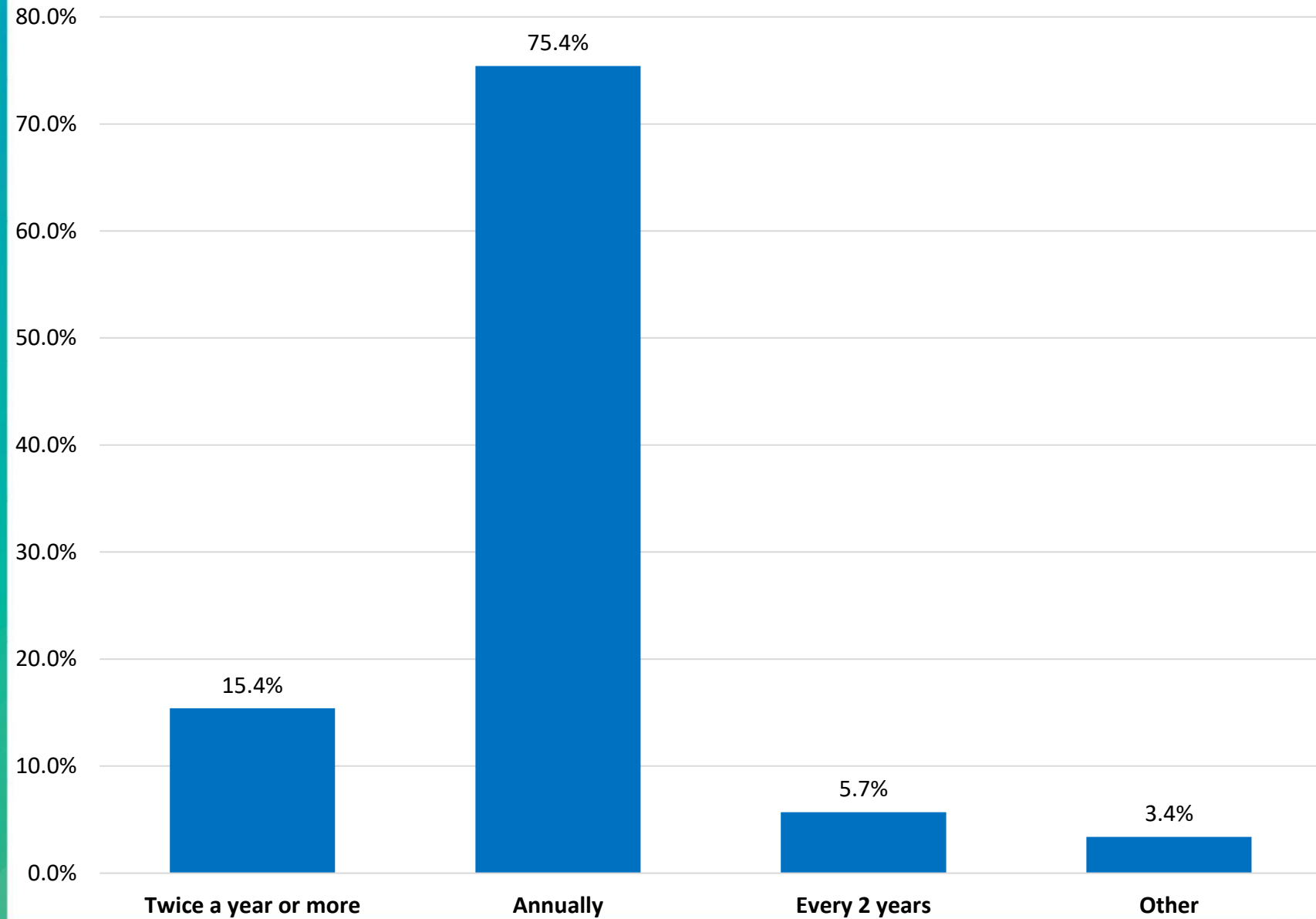
**Does your credit  
union conduct a  
strategic planning  
session?**



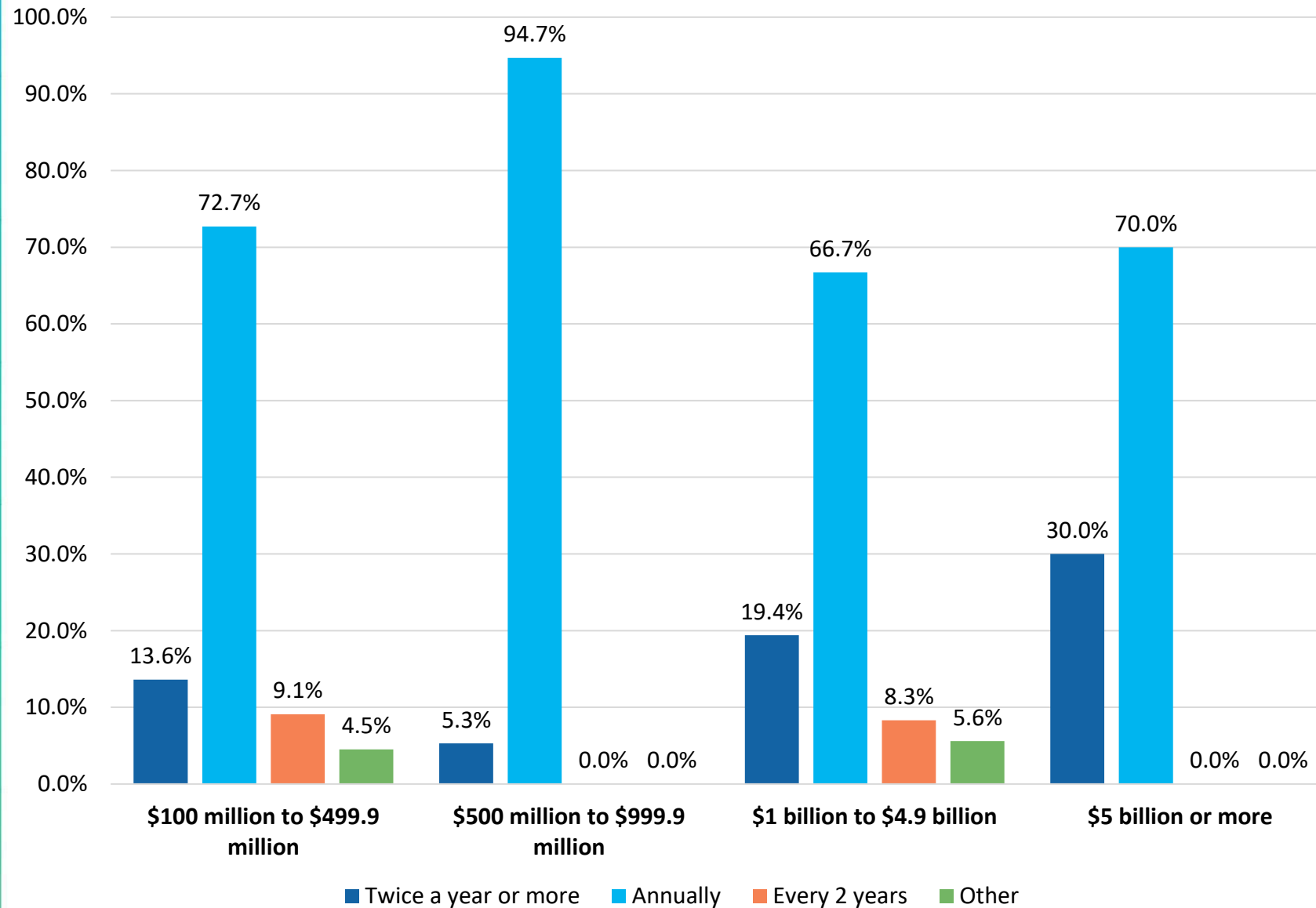


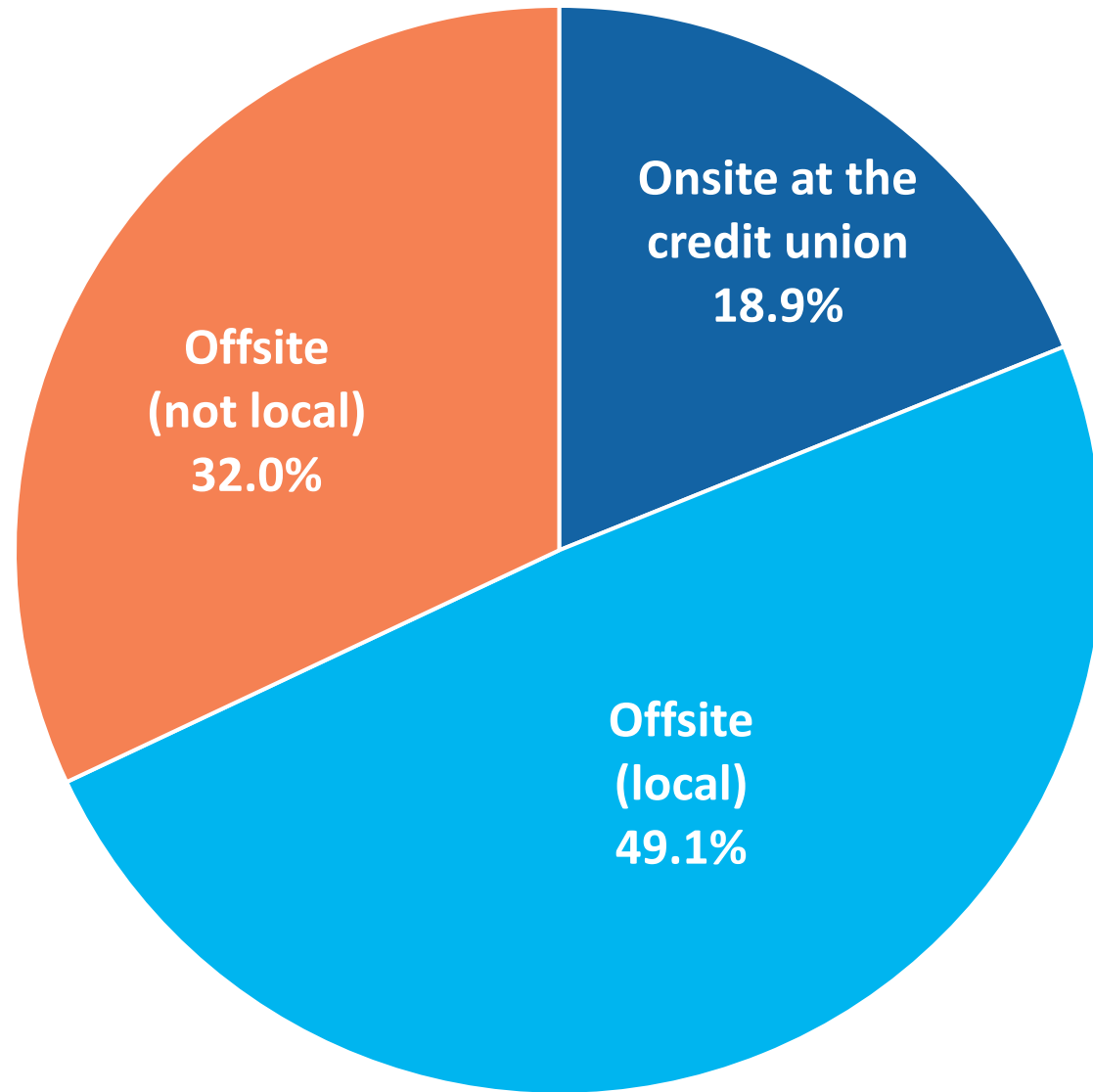
Does your credit union conduct a strategic planning session?

# How often does your credit union conduct strategic planning sessions?

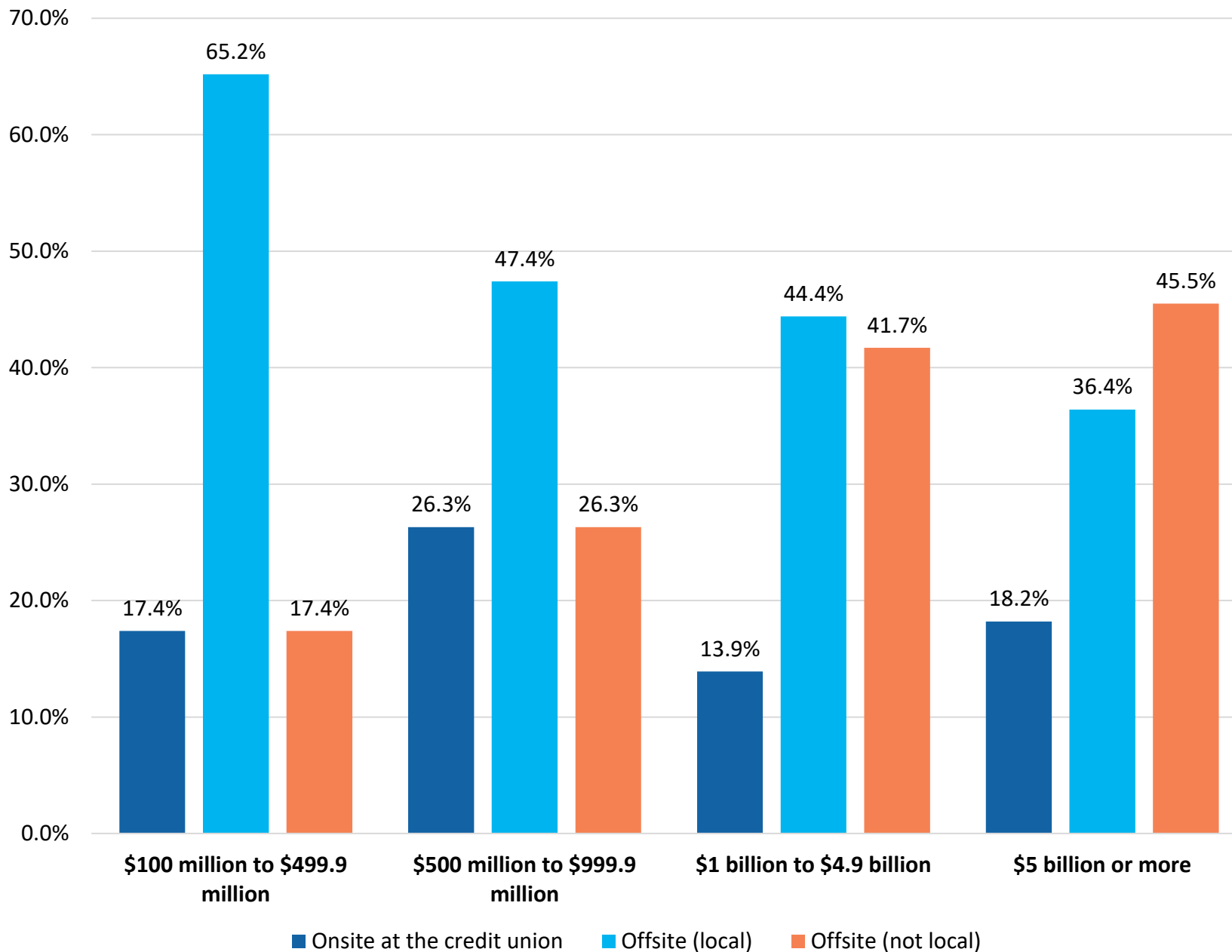


# How often does your credit union conduct strategic planning sessions?



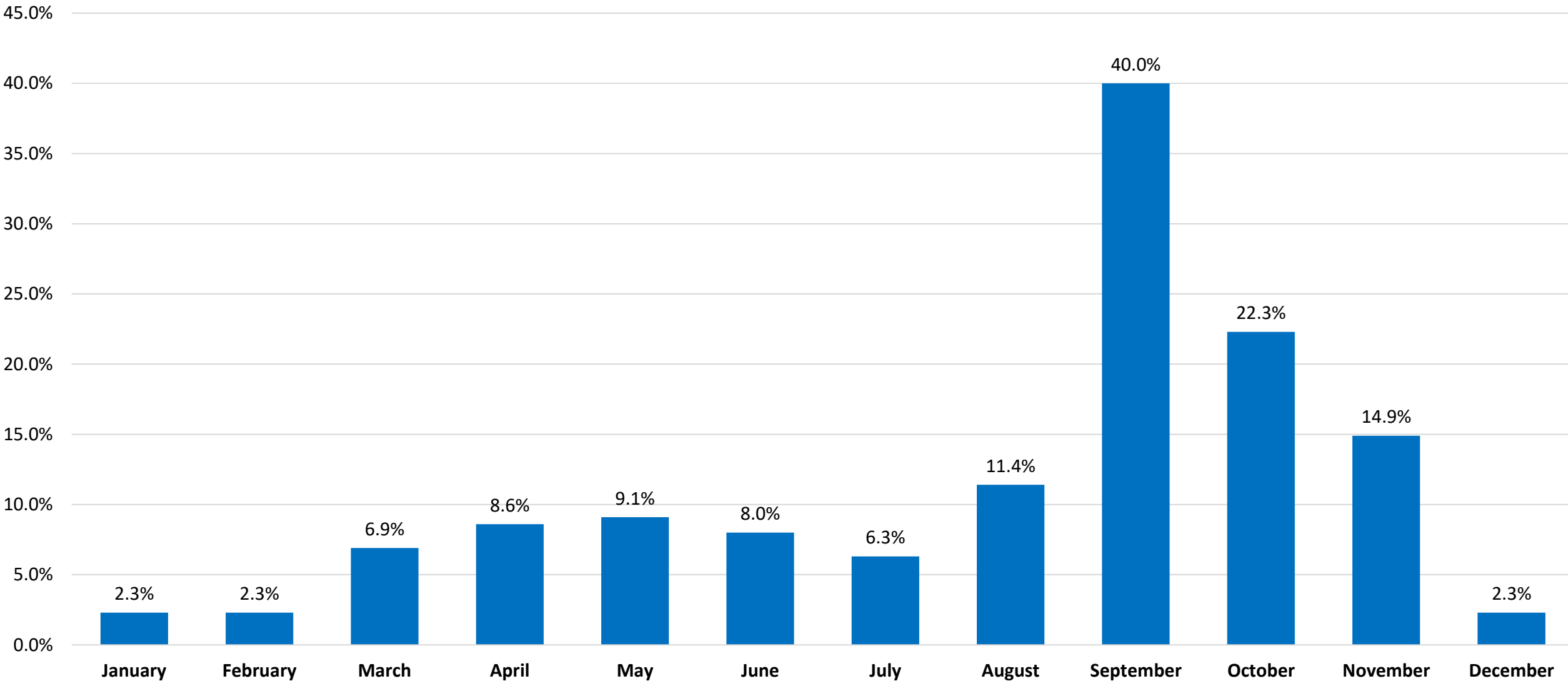


Is the strategic  
planning session  
onsite or offsite?

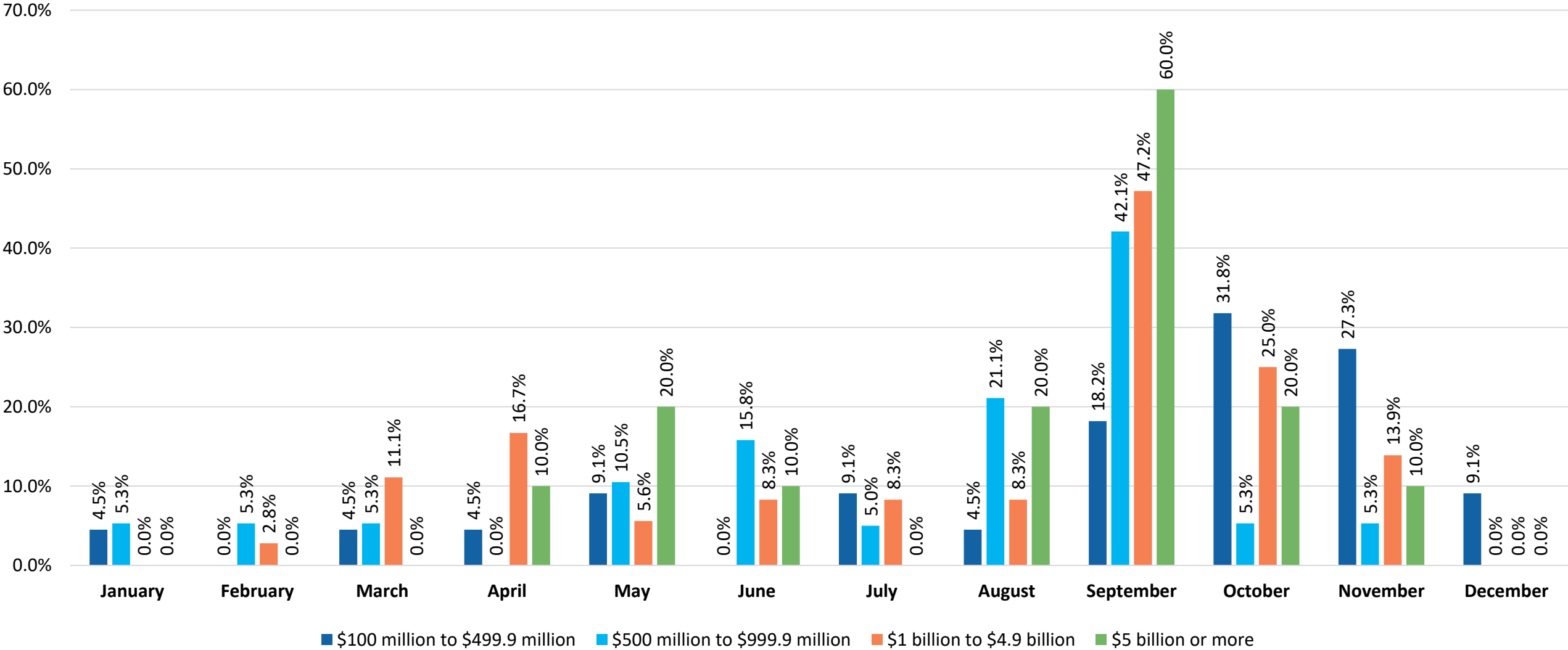


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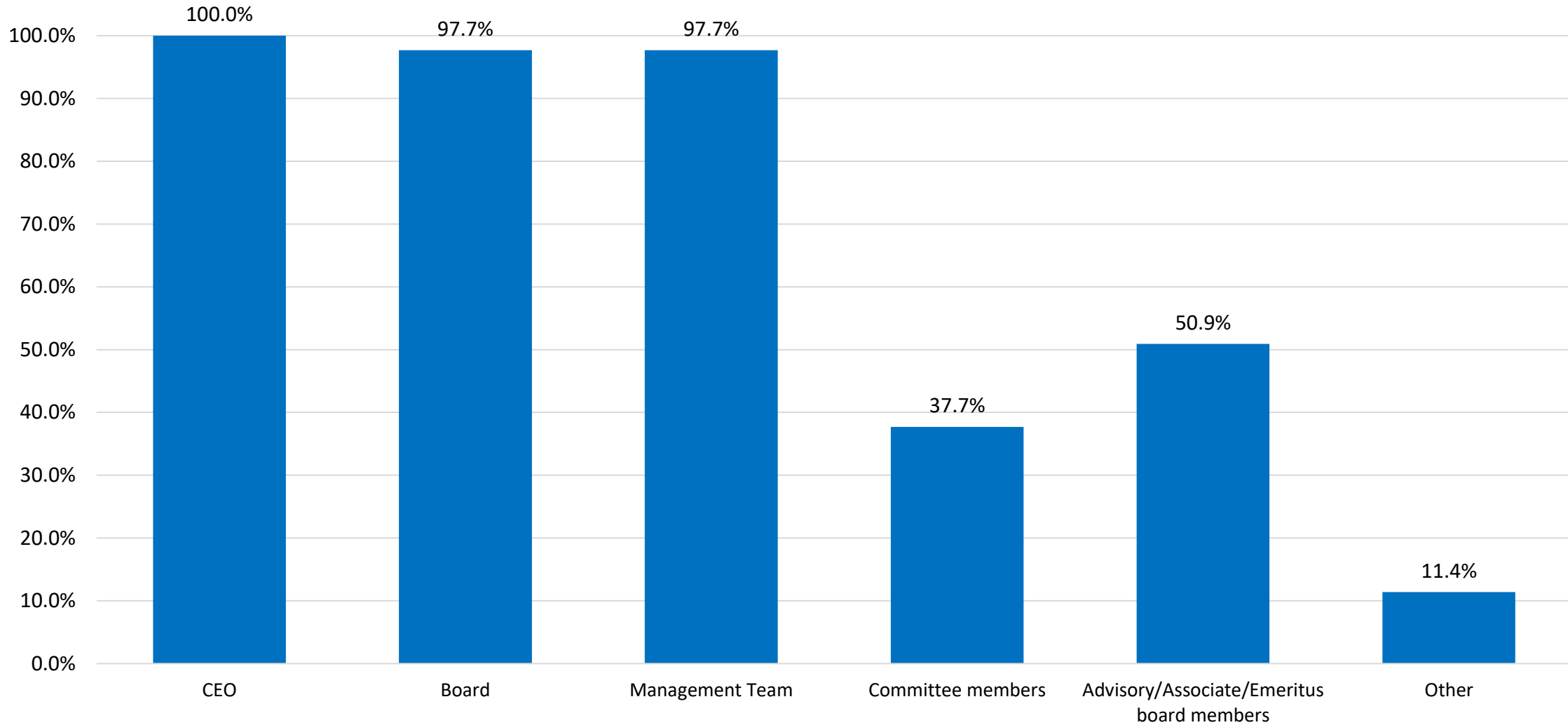
# In what month(s) does the strategic planning session typically take place?



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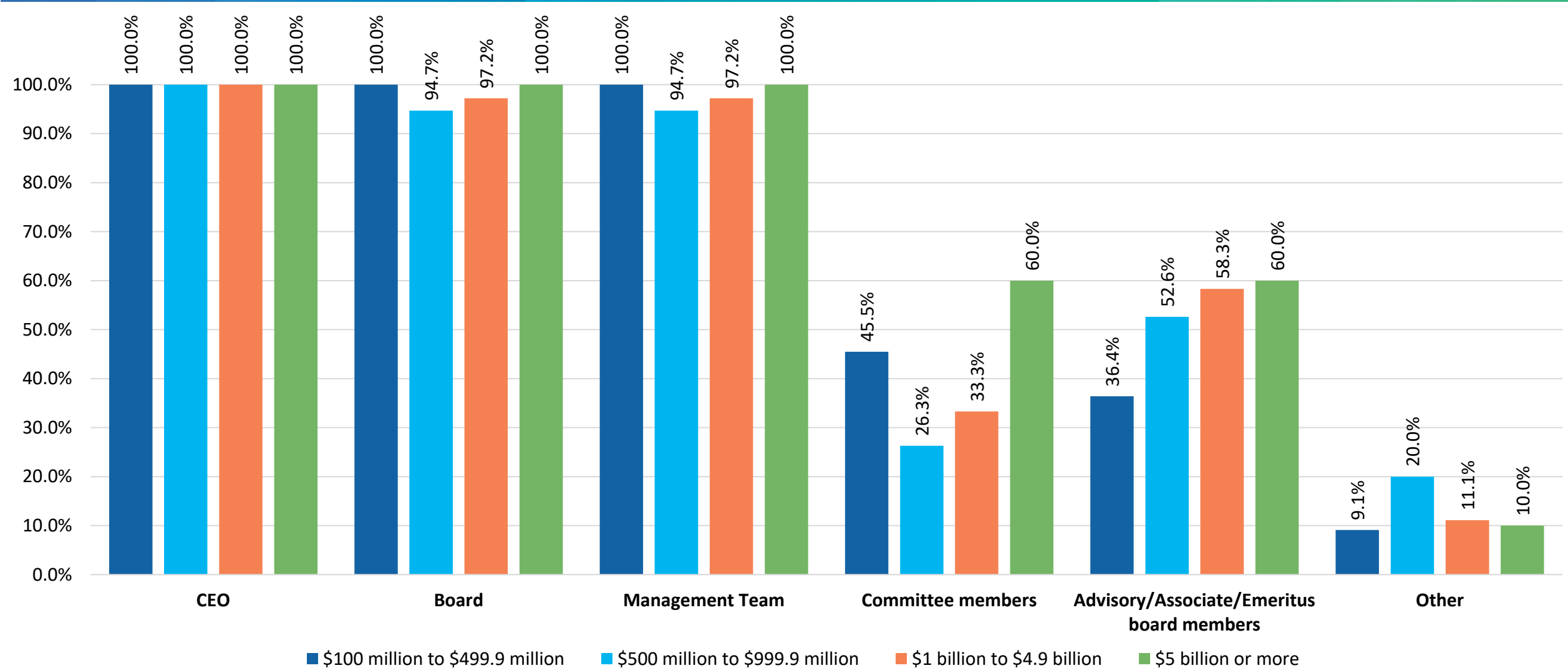
# Who participates in the strategic planning session(s)?



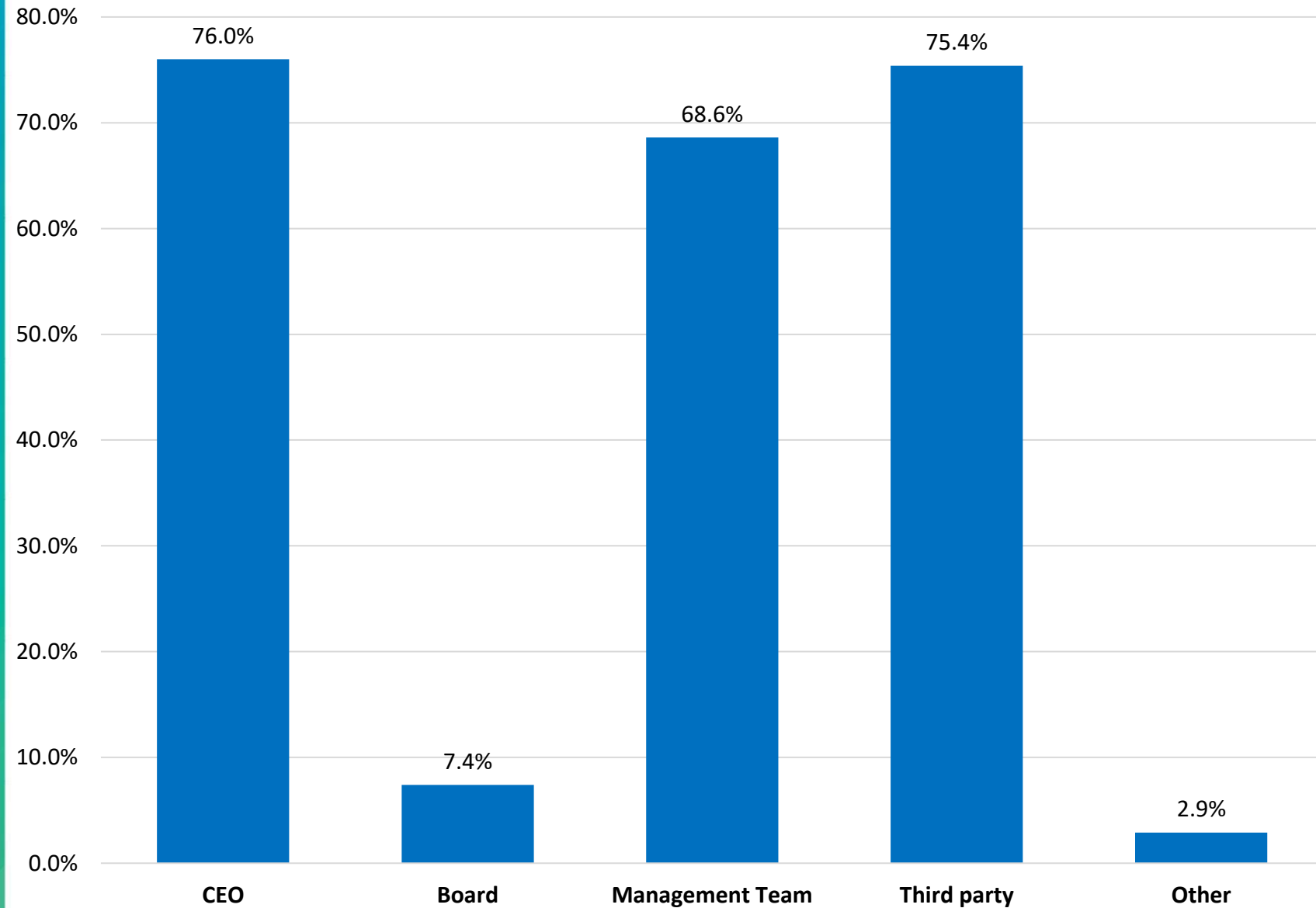


# Who participates in the strategic planning session(s)?

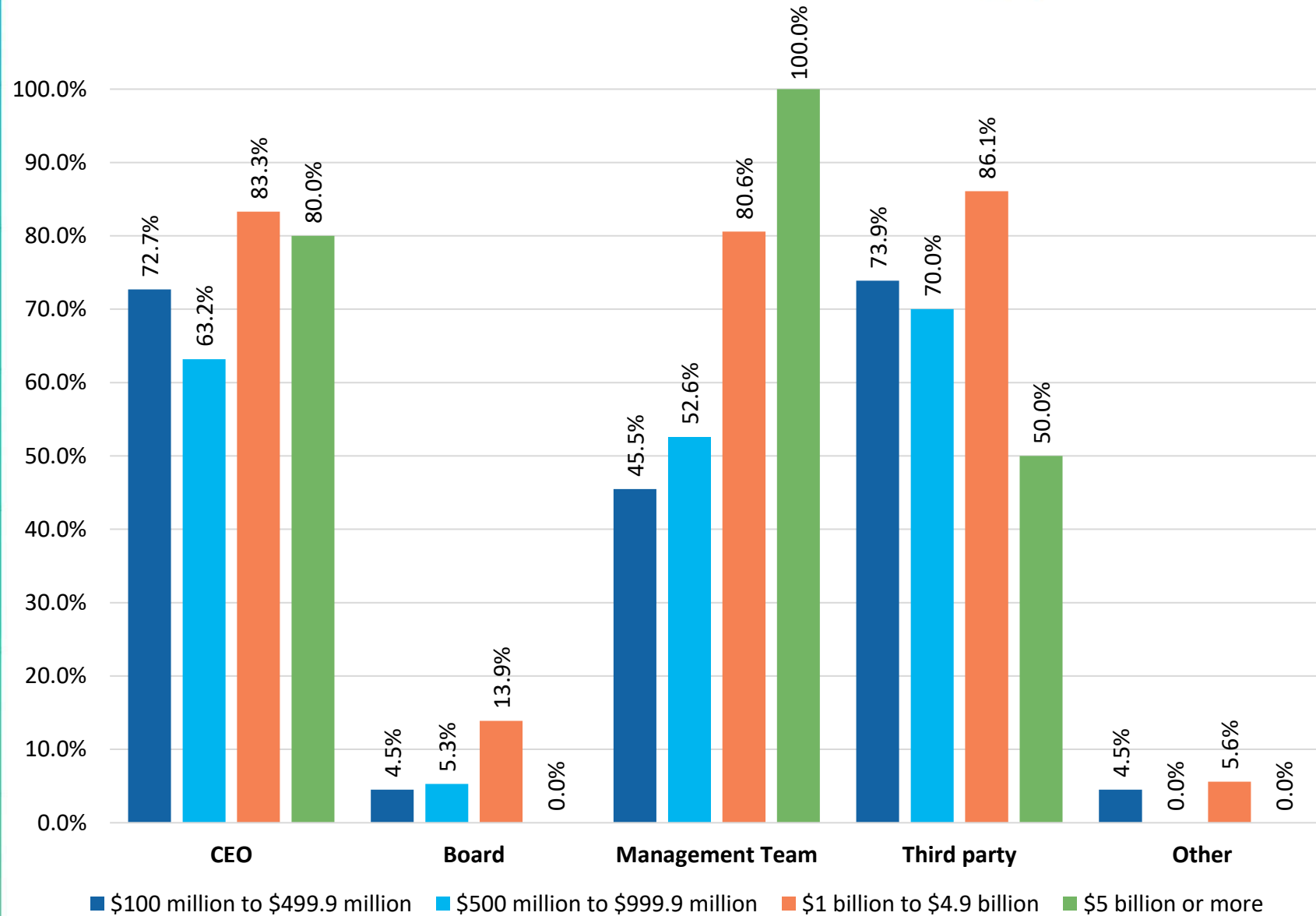
Total Rewards Symposium 2024

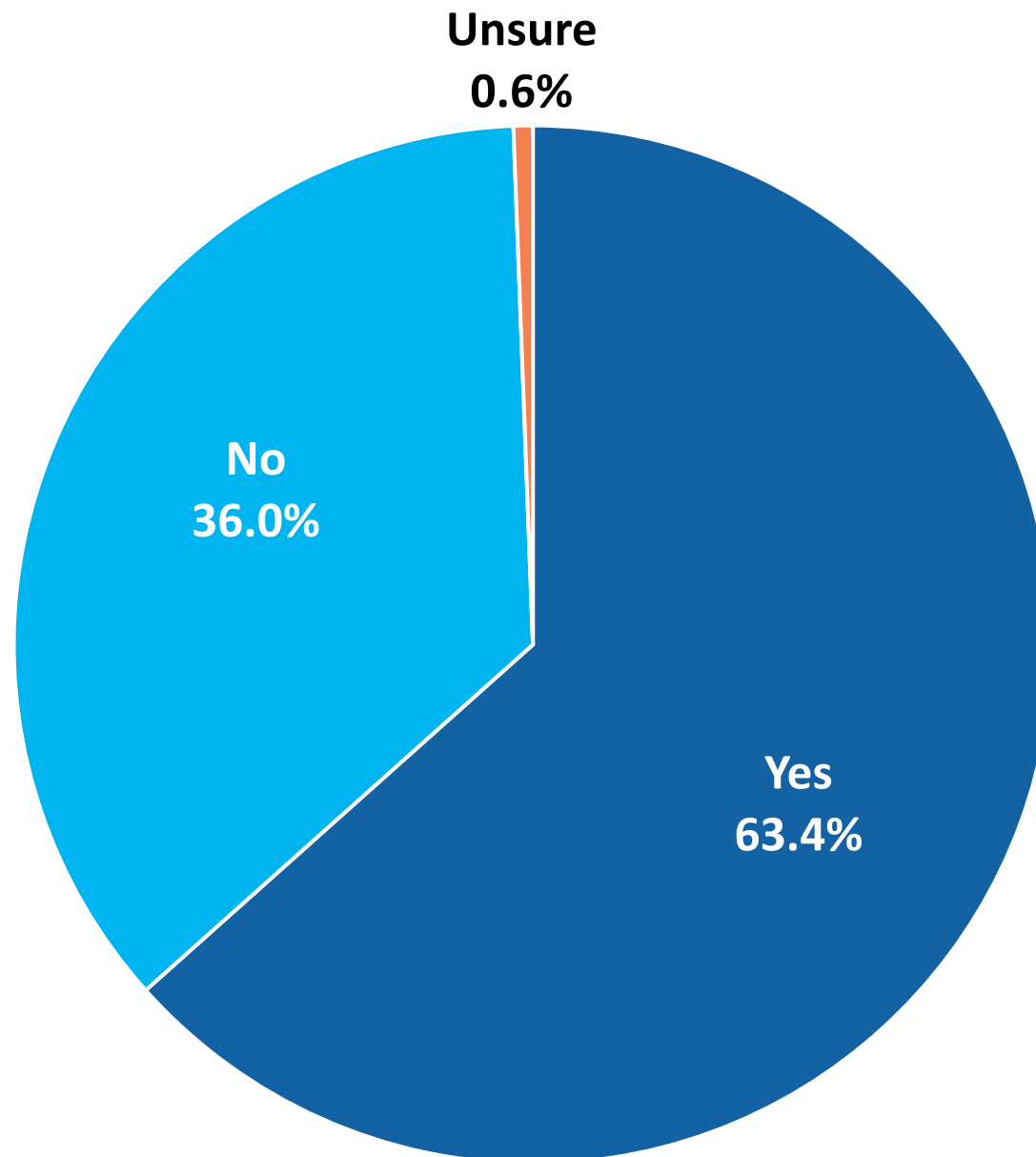


# Who typically presents at the strategic planning session?



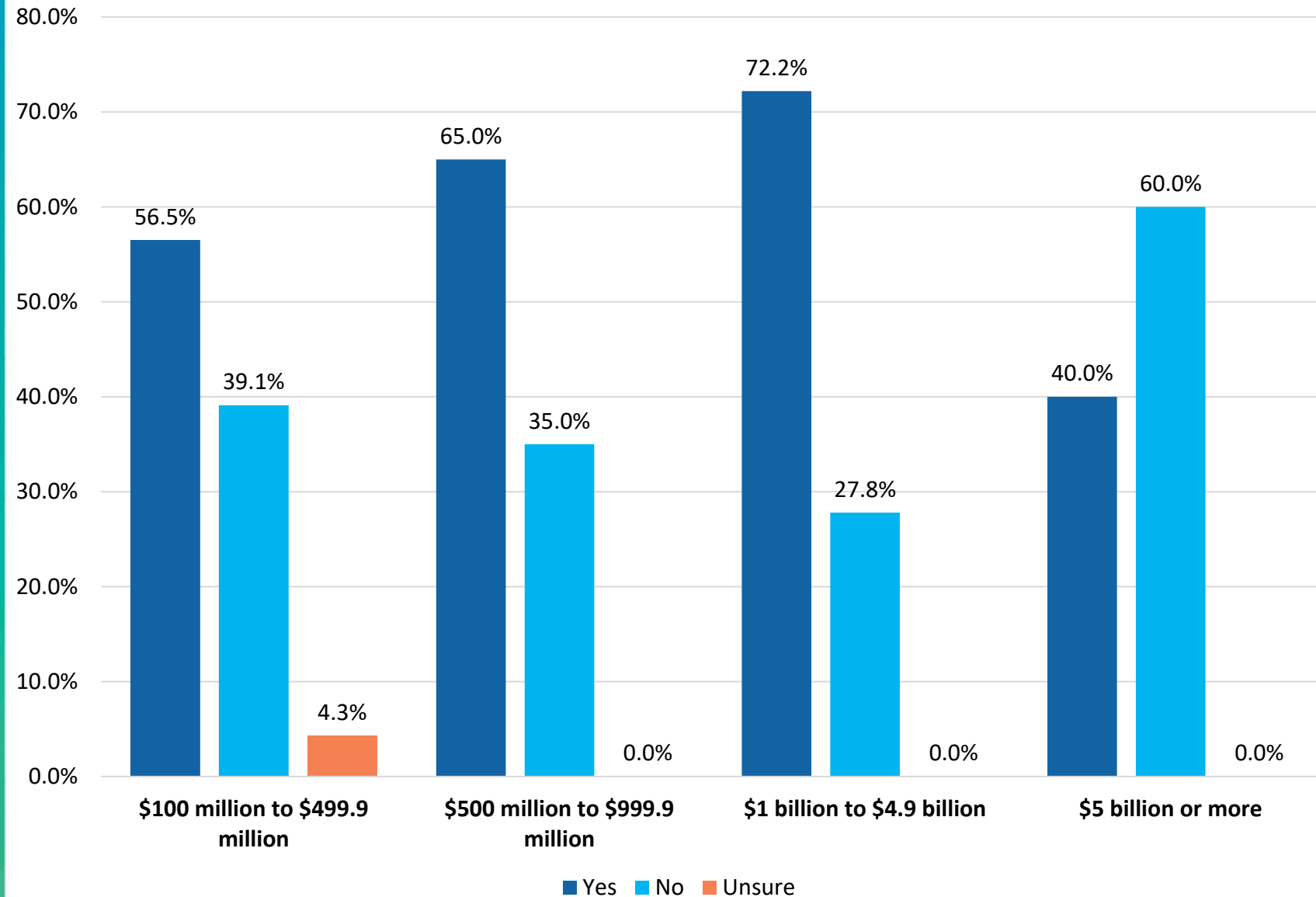
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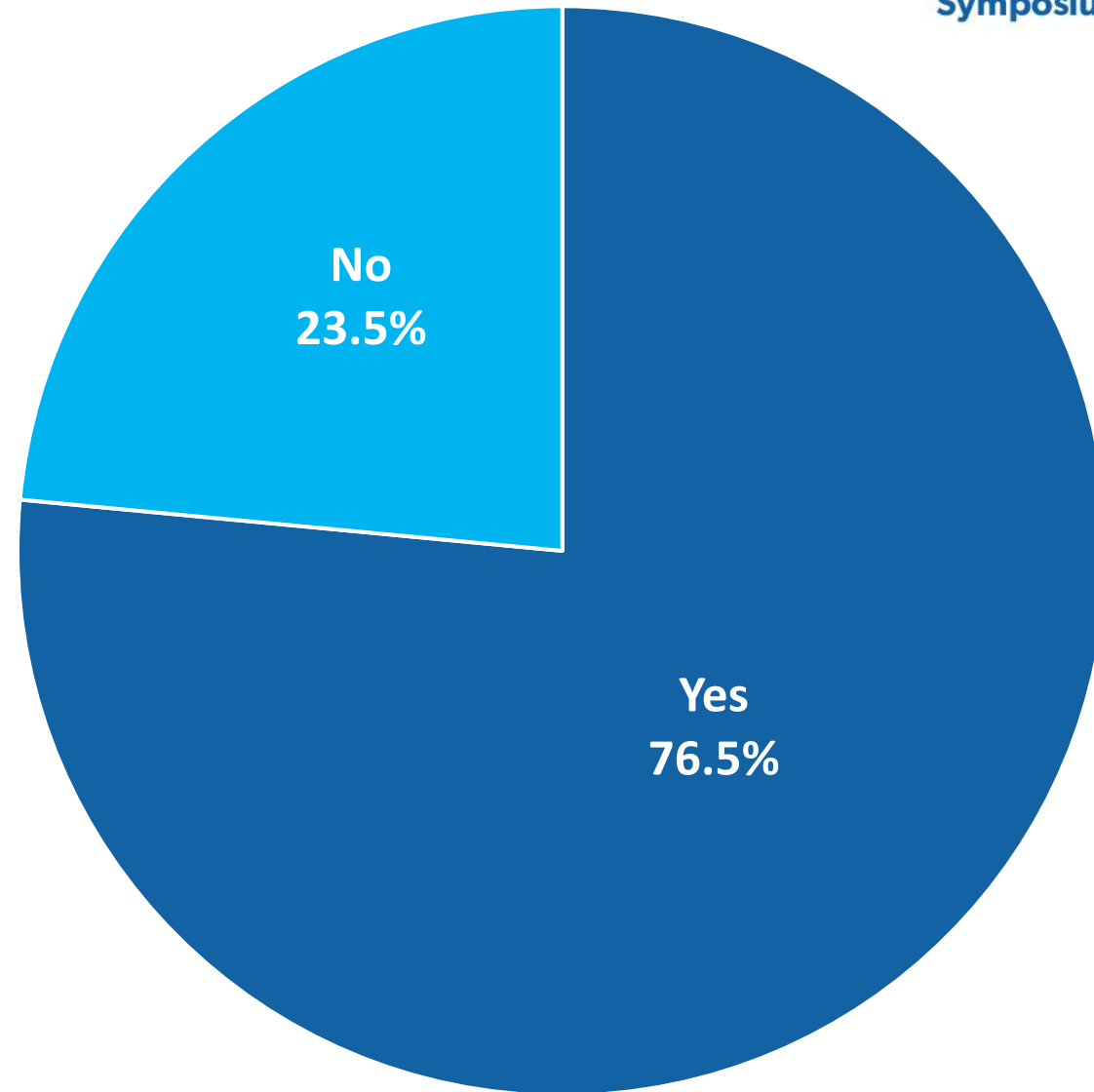


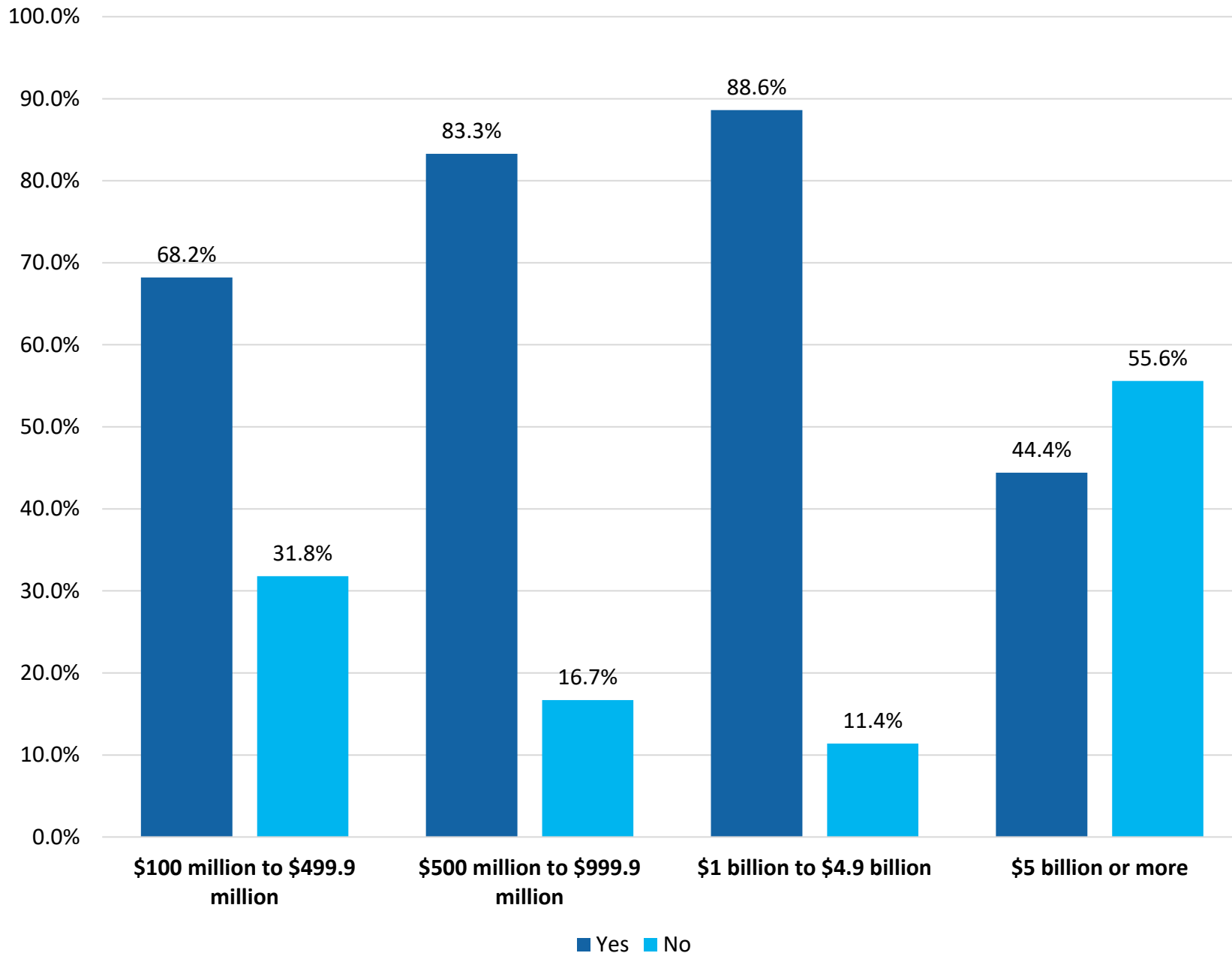
**Does the Board use an  
outside third-party to  
facilitate the planning  
session?**

# Does the Board use an outside third-party to facilitate the planning session?

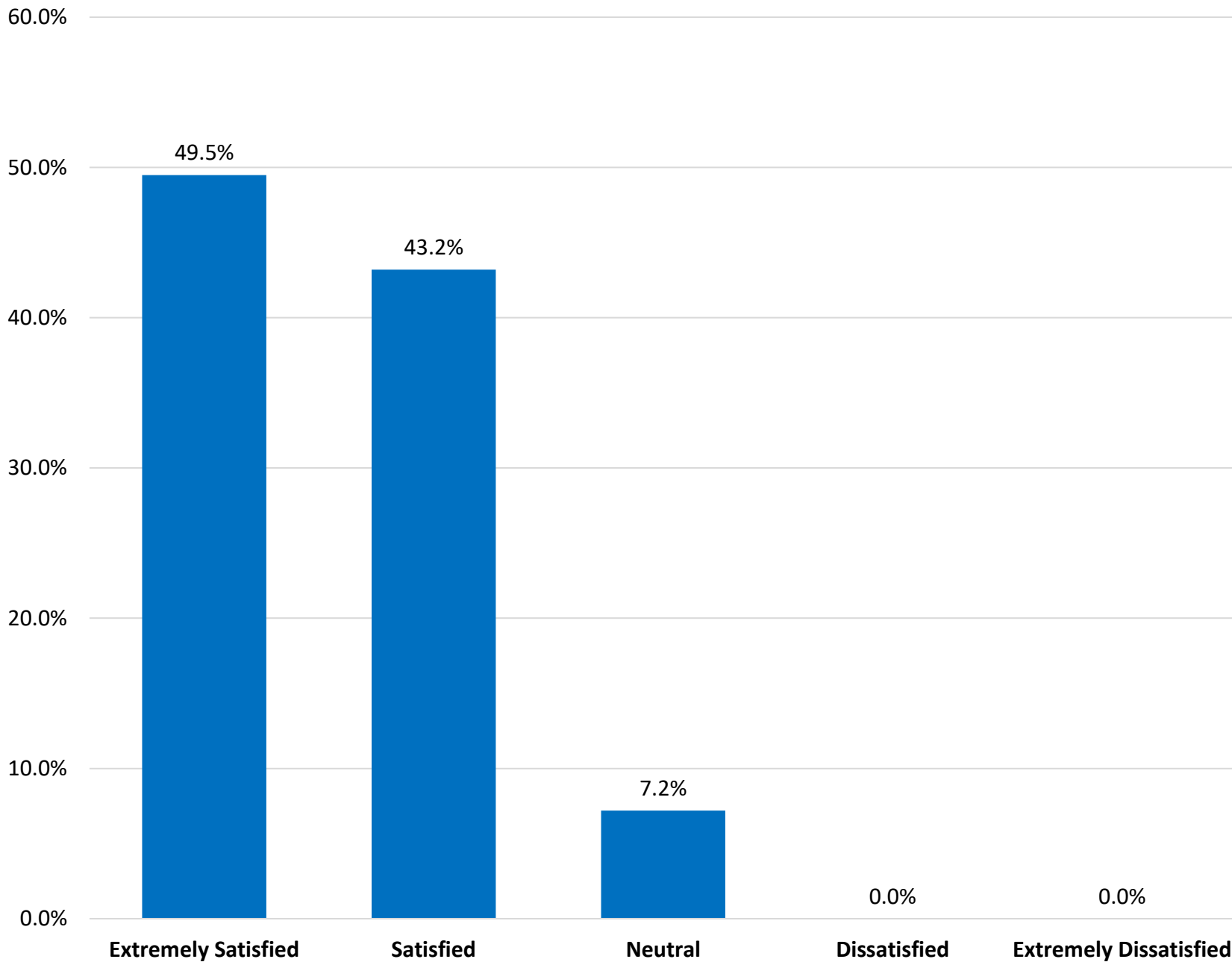


Do you believe using  
an outside third-party  
facilitator is worth the  
investment?



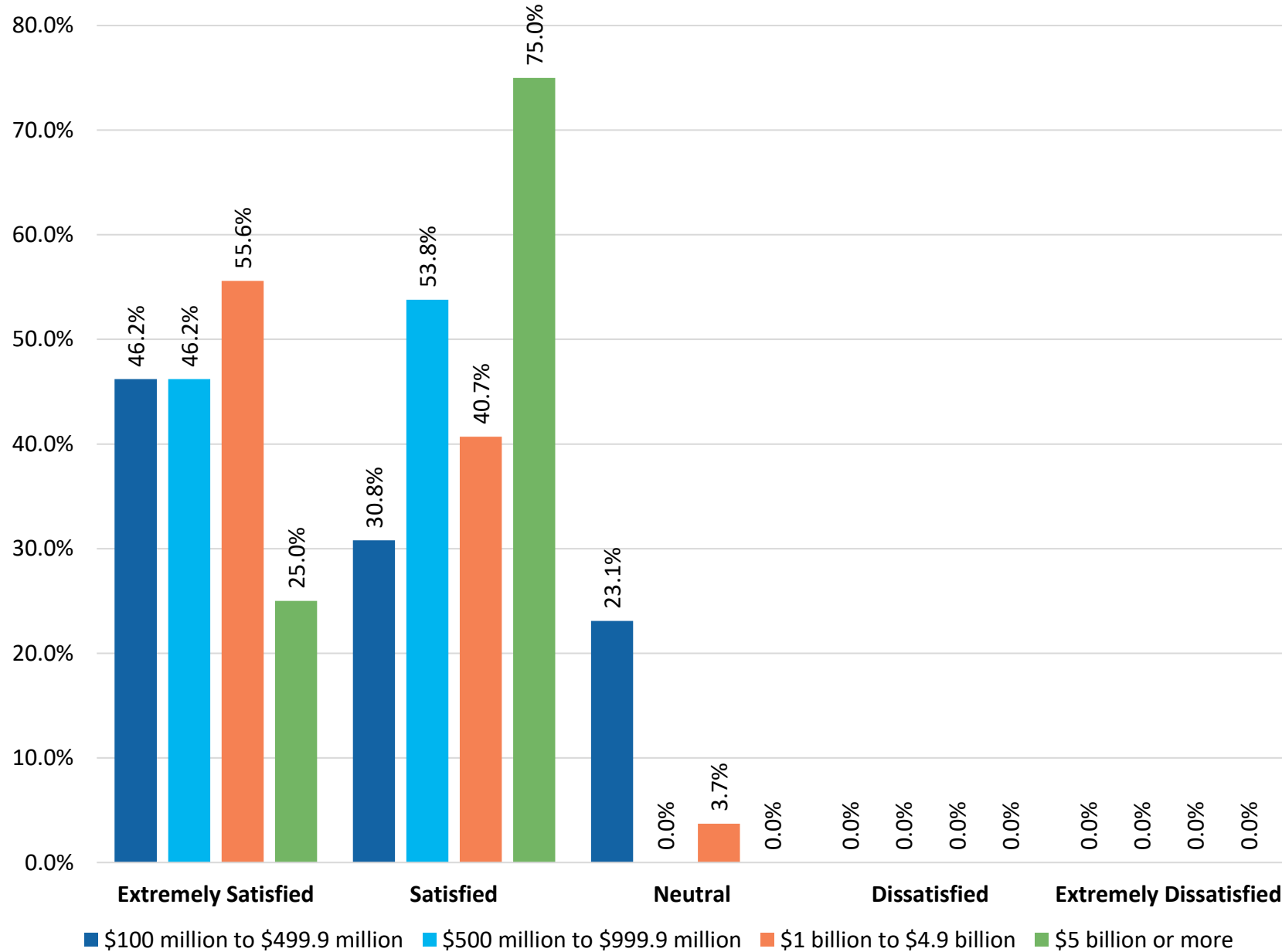


Do you believe using an outside third-party facilitator is worth the investment?



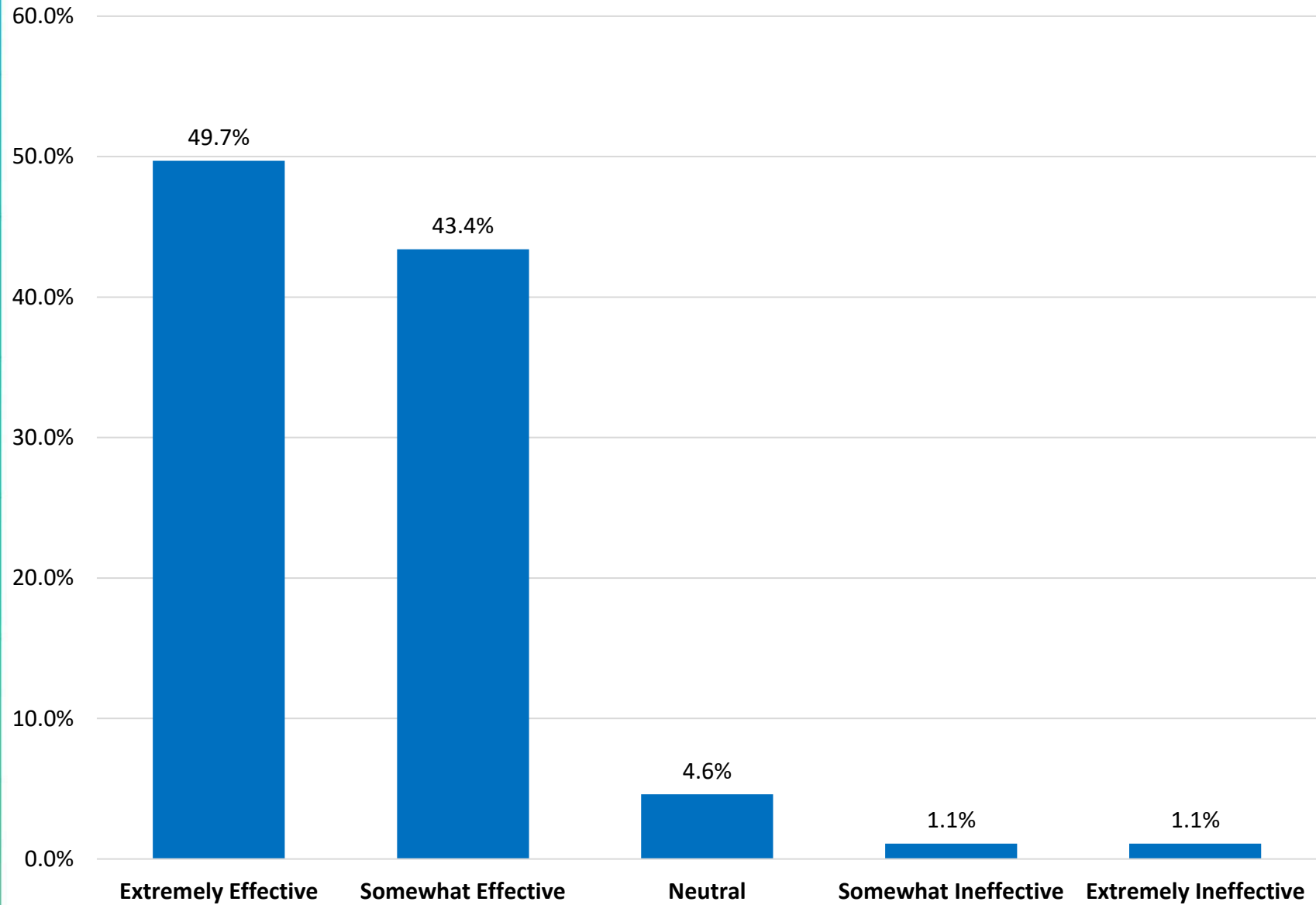
How satisfied are you with your third-party facilitator?



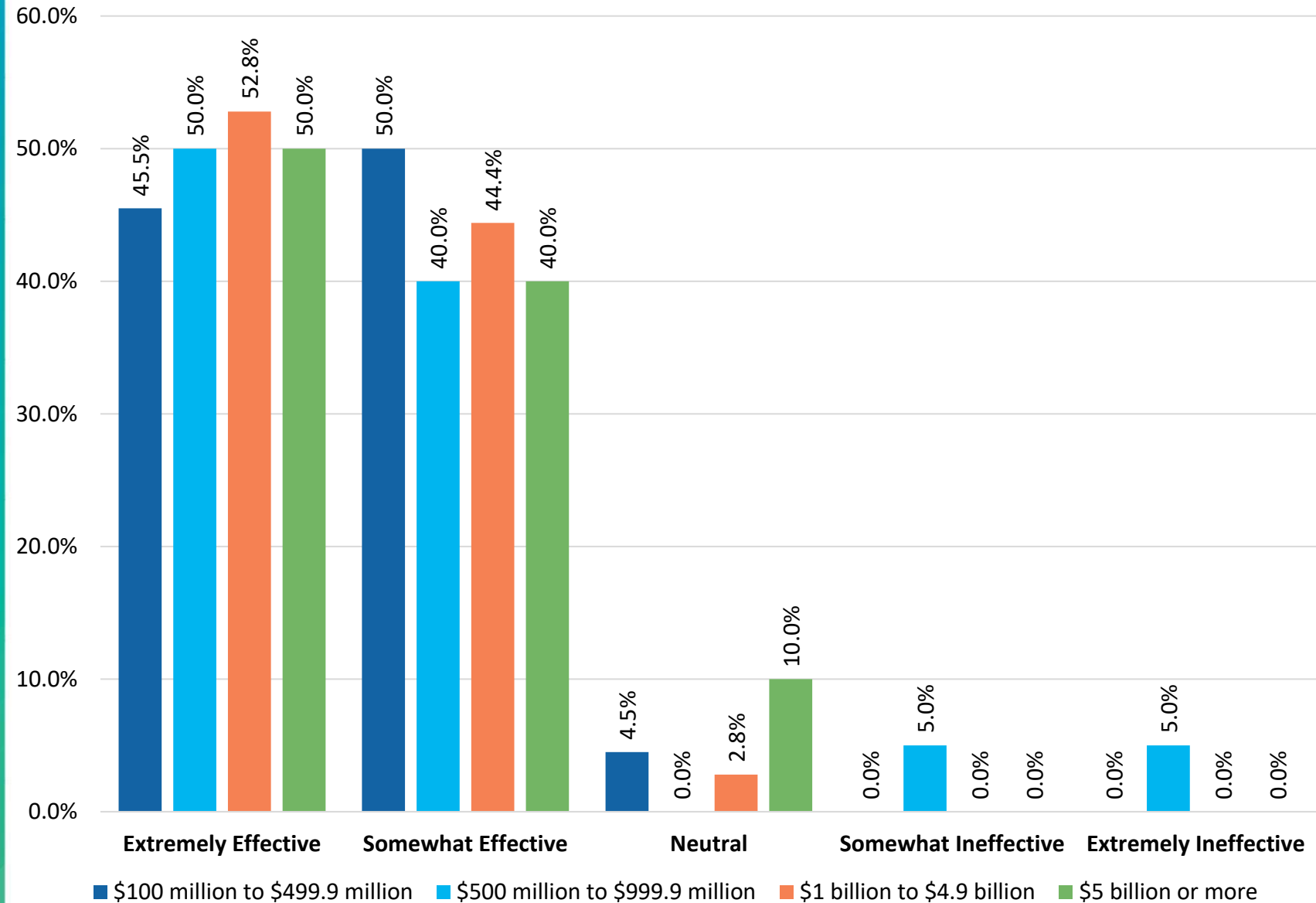


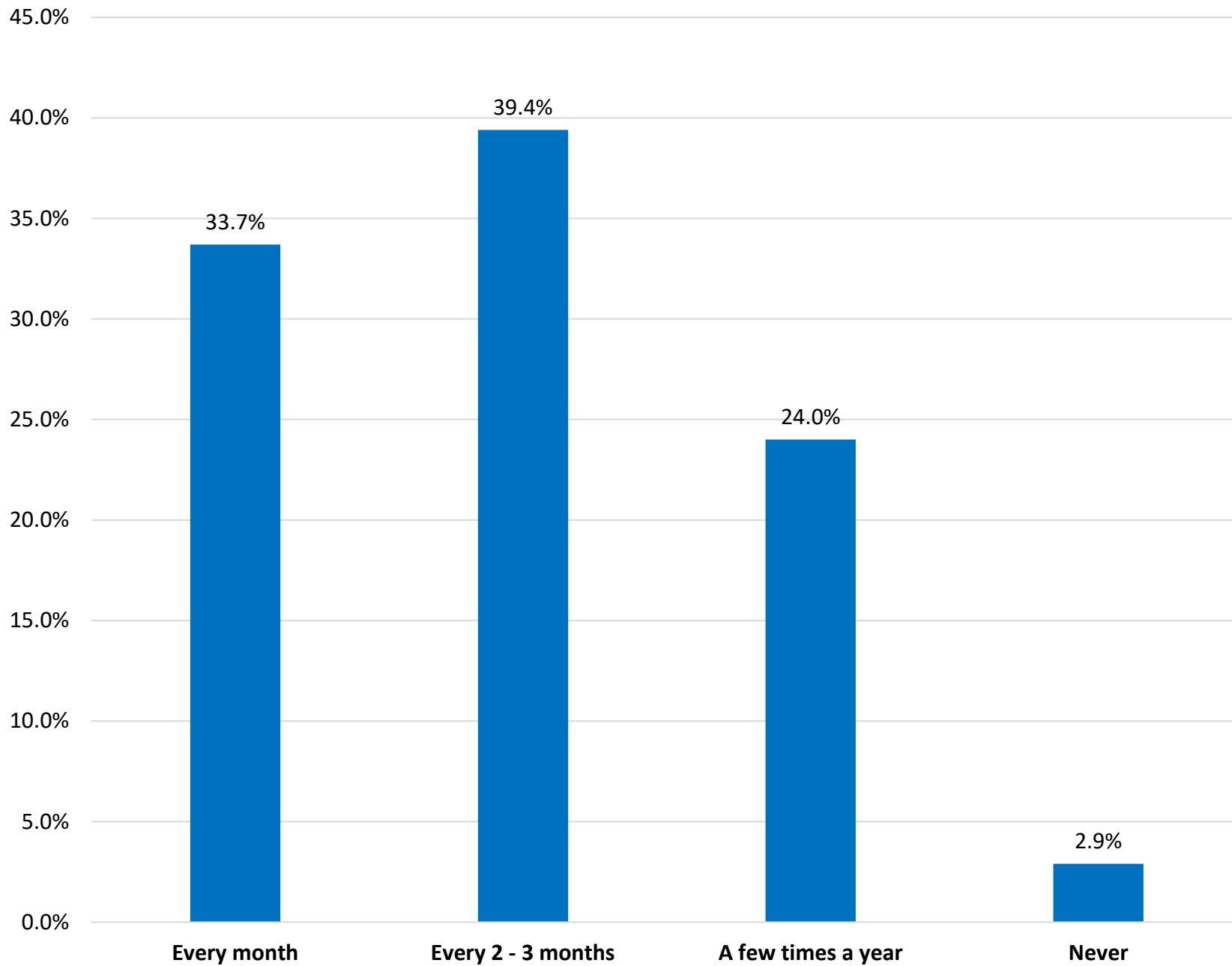
# How satisfied are you with your third-party facilitator?

# How do you rate the effectiveness of your strategic planning sessions?



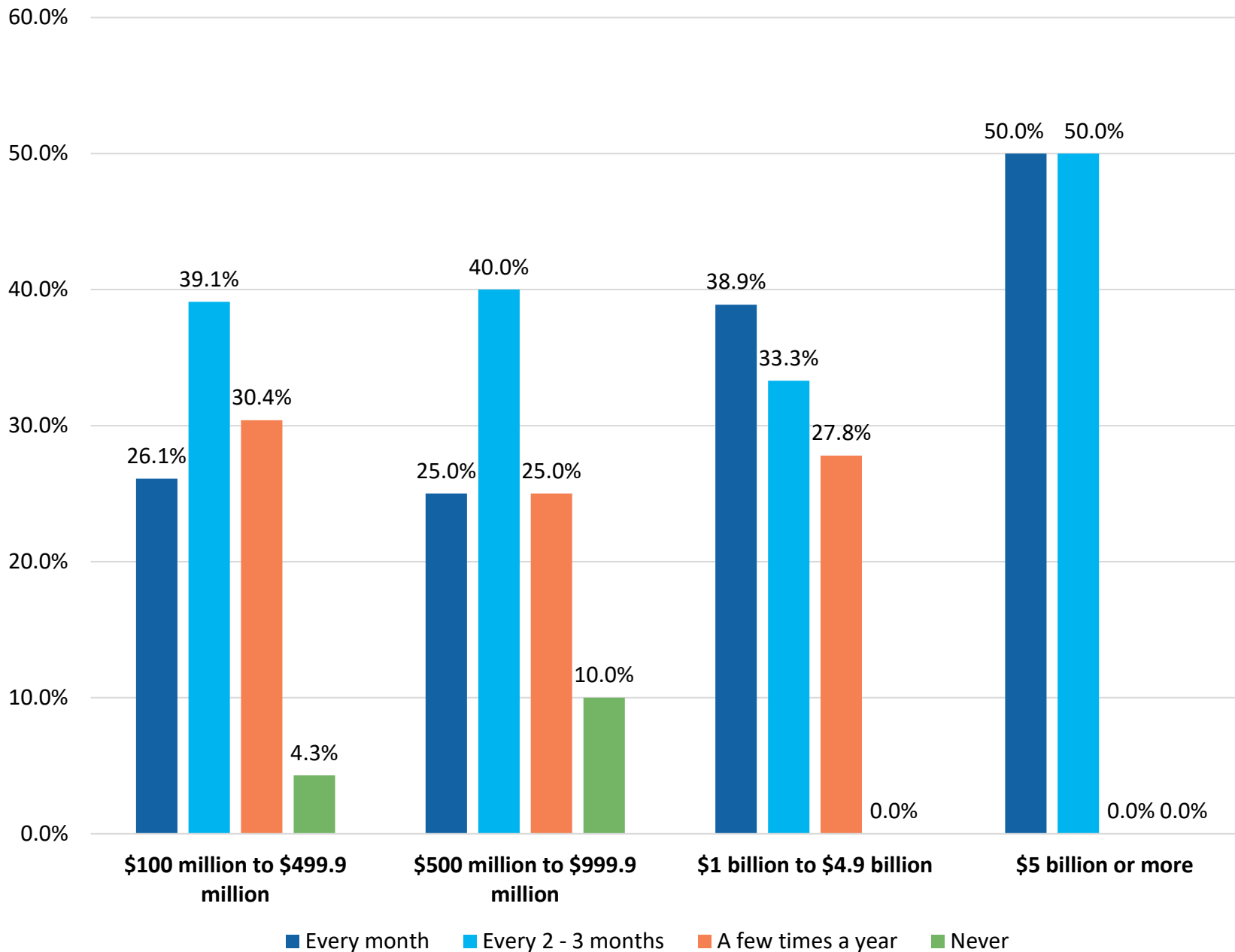
# How do you rate the effectiveness of your strategic planning sessions?





**How often do strategic planning-related discussions occur in regular Board meetings?**

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*10<sup>TH</sup> Annual*

# Total Rewards Symposium 2024



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