



March 9, 2022

Xtend Board of Directors
6000 28th Street SE Suite 100
Grand Rapids, MI 49546

Attn: Nominating Committee

Please accept my attached resume for submission as a candidate for the upcoming Xtend Board election. During my time on the board, I have seen Xtend significantly change leading to increased value to our credit unions. From service improvements and expanded offerings to dividend growth and finally to our new location, Xtend's evolution has helped credit union's execute their business plans for successful outcomes. The growth in our owners and increased geographical diversity of our members and board representatives is a compelling validation of our success. I can say with confidence that Xtend improves our entire network.

I am grateful to had have the confidence of our credit union owners to represent them over these past five plus years. I hope to be re-elected to serve as a board member and continue working with my board member colleagues and staff for the next three years.

Thank you for your consideration,



Charles J Papenfus
Chief Executive Officer
cpapenfus@ivfcu.org

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SENIOR EXECUTIVE SUMMARY

Chief Executive Officer

Visionary, results-driven leader focused on data driven plans in achieving exceptional results. Experienced in developing successful financial initiatives; customer service improvement programs; effective collaborative work with the Board of Directors; creative programs for employee professional development; established proactive positive work environments; and prudently managed operations of the organization. Areas of expertise include the following:

- Strategic Planning
- Data Analytics
- Credit Union Operations
- Financial Management
- Advocacy
- Member Services and Relations
- Collaborative Work Environments
- Community and Industry Relationships

PROFESSIONAL EXPERIENCE

Inland Valley Federal Credit Union, Fontana, CA

1985-Present

Chief Executive Officer (1993-Present)

Responsible for leading all areas of credit union functions including governance, finance, compliance, human resources, and operations.

- Achieved high level of member value; evidenced by higher dividend payout ratios, assessing fewer fees and maintaining lower loan rates compared to peer group. Winner of 2014, 2016, 2017 and 2019 CUNA top three highest member value award among peer credit unions.
- Consistently delivers lower operating expense ratios compared to California credit unions of similar size and member base.
- Achieves top levels of member growth compared to the industry norms.
- Effectively utilized technology to increase member access to credit union services including past implementations of: debit card program, shared branching, call center and remote access services such as, on-line, mobile and text banking with biometric access options, remote deposit capture and remote signatures. Effectively reduced the cost per transaction by more than 50%.
- Consistently advocated for credit union and member issues at the local, state and national levels with elected officials and regulatory agencies. Co-founded a local group with other leaders to improve relationships with elected officials and collaborate on issues.

EDUCATION

Executive Masters of Business Administration, 2010

Claremont Graduate University
Drucker School of Management
Claremont, CA

Graduate, with Honors, 1990

Western CUNA Management School
Pomona, CA

Bachelor of Science (BS), Management Science, 1987

University of California
San Diego, CA

Certificates of Completion

CUNA Regulatory Compliance School: 1988-1993, 1995, 1997, 1999, 2002
CUNA Investments E-School: 2011

PROFESSIONAL & COMMUNITY INVOLVEMENT

California Credit Union League (CCUL) Board of Directors

Chairman (2015 – 2016)

Vice-Chairman (2014 – 2015)

Executive Committee Member (2013 – 2014)

Asset Group B Representative (2012 – Present)

District 8 Representative (2010 – 2012)

Provide direction and governance for largest U.S. Credit Union trade association. Advocated for improved efficiency and benefit to member credit unions including installing fixed price remote training packages which more than doubled usage.

Shapiro Group Committee Member (2010 – 2014)

Provide advocacy, grants, and education for CCUL member credit unions with less than \$60 million in assets. Committee Chairman for annual education summit for Shapiro Credit Unions and break-out presentations at the annual conference. Member of the Income Sub-Committee which developed an eight-part webinar series on building a successful investment program.

PAC Committee Member (2019 – Present)

Southern California Credit Union Alliance, Steering Committee Member (2010 - Present)

Part of a 13-person committee that annually holds more than a dozen collaborative events for credit unions of all sizes in Southern California. Committee member for annual conference.

PROFESSIONAL & COMMUNITY INVOLVEMENT

CU*Northwest Board of Directors

Chairman (2015 – Present)

Vice-Chairman (2014 – 2015)

Member (2013 – 2014)

Represent 30 owners and provide guidance to management of credit union owned core processing company providing service and solutions to 47 credit unions.

Xtend Board of Directors

Vice-Chairman (2019 – Present)

Secretary/Treasurer (2017 – 2019)

Represent 102 owners and provide guidance to management of credit union owned execution company providing call center, marketing, and accounting solutions to 208 credit unions.

Catalyst National Advisory Council, Member (2014 - 2015)

Catalyst Western Region Advisory Council, Member (2012 - 2013)

Represent Credit Unions in evaluation of current products and processes. Advise on potential new products.

Drucker School Board of Visitors, Member (2009 – 2011)

Evaluate program parameters and collaboratively generate ideas to improve the Executive Management Program. Was the only student appointed to the alumni Advisory Board to Claremont Graduate University's Drucker School of Business.

CREER, Treasurer (2009 – 2010)

Compile financial reports and prepare \$135,000 annual budget for community-based advocacy group.

ALL, Treasurer (2009 – 2010)

Worked with a team of seven parents to fund-raise and further improve the established two-way immersion program advocacy group comprised of families and teachers in the Saddleback USD.

LIFT, Treasurer, Founding Member (2008 – 2009)

Worked with a team of five parents to establish a two-way immersion program advocacy group comprised of families and teachers in the San Juan Capistrano Unified School District. Developed a fund-raising strategy and coordinated two annual events.

Beta Gamma Sigma Honor Society, Member