# Education & Training Catalog

## 2019-2020

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For more information, visit [www.nrucfc.coop](http://www.nrucfc.coop).
## Match Your Professional Development Needs with CFC Programs

### Cooperative Leadership

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### Financial Modeling

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### Competencies Definition Key:

- **Accounting**: The recording and communication of financial information in accordance with a set of reporting standards.
- **Board Communication**: Translation of financial concepts for effective reporting to board members and trustees.
- **Economics**: The study of scarcity, the utilization of resources and how market actors respond to incentives.
- **Financial Analysis**: The critical examination of business metrics from a range of perspectives using multiple methodologies.
- **Financial Policy-making**: Establishment of target goals, processes and metrics for efficient operations.
- **Financial Reporting**: Communication of financial information to internal and external stakeholders using multiple methods and platforms.
- **Forecasting**: Projecting financial outcomes and trends using sound methods for forming assumptions and managing inputs.
- **Industry Knowledge**: Board awareness of the business characteristics common to electric cooperatives as well as the market forces that impact them.
- **Leadership**: Leveraging influence to guide a cooperative’s strategic direction.
- **Strategic Financial Planning**: Strategic application of financial analysis to inform business direction.

### Delivery Definition Key:

- **Event**: A conference of summit providing cross-discipline learning and networking opportunities.
- **Online**: Content offered in an online format.
- **Live Classroom**: A focused class or seminar on a specific topic.
- **Professional Development Program**: A multi-day certification or orientation for developing role-specific skills and knowledge.

*Programs or accreditation offered in conjunction with NRECA.*
Commitment to Excellence

Description
This workshop uses CFC’s seminal report, “Commitment to Excellence,” a valuable resource and reference for electric cooperative boards and senior management. The Commitment to Excellence training looks at best practices for how electric cooperative leaders should demonstrate principled leadership, financial stewardship, effective governance and management risk oversight.

Learning Objectives
- Navigate CFC’s “Commitment to Excellence” guide.
- Identify opportunities to enhance board policy and financial management practices.
- Develop, implement and monitor appropriate policies and practices that provide meaningful guidance to the board and management team.
- Identify effective risk oversight practices.

Delivery
A four-hour live classroom course.

Competencies

Target Audience
Director.

Accreditation
Not offered.

For More Information
Please e-mail MemberTraining@nrucfc.coop.

Cooperative Financial Professional Certificate Program (CFPC)*

Description
The Cooperative Financial Professional Certificate (CFPC) is a competency-based, interactive program for cooperative accounting and financial professionals who want to deepen their understanding of electric co-op utility finance. During this multi-part program (held in Madison, Wi, and Dulles, Va.), participants will learn financial analysis techniques with a focus on interpreting findings and building strategic recommendations for their system. The program provides a unique networking and learning opportunity to help accounting and financial professionals develop into their cooperative’s chief financial consultant.

Learning Objectives
- Enhance effectiveness at managing the financial aspects of the co-op.
- Gain the skills needed to identify and take advantage of strategic opportunities.
- Integrate finance expertise and business stewardship practices to achieve business results.

Delivery
A two-week professional development program divided into two live sessions with additional webinars and eLearning.

Competencies

Target Audience
Accounting/Financial Professional, Chief Financial Officer.

Accreditation
Not offered.

Additional Notes
*offered in conjunction with NRECA.

Registration
To register, please visit https://portal.nrucfc.coop/content/cfc/events/training/cfpc.html.
New CEO Orientation*

Description
Co-sponsored by NRECA, CFC, NRTC and Federated Rural Electric Insurance Exchange, the New CEO Orientation is designed for new chief executive officers and general managers of electric cooperatives with two years or less of experience in their current position. Interactive sessions will provide an in-depth look at key electric industry and cooperative management issues, challenges and opportunities that new CEOs face. It’s an outstanding opportunity to meet and network with peers in a small-group setting.

This event takes place at NRECA’s headquarters in Arlington, Va., and CFC’s campus in Dulles, Va.

Delivery
A two-and-a-half-day professional development program. Group-live delivery method.

Competencies

Target Audience
Chief Executive Officer, in their position two years or less.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this orientation.

Additional Notes
*offered in conjunction with NRECA.

Registration
To register, please visit https://portal.nrucfc.coop/content/cfc/events/training/orientations/new-ceo-orientation.html.

New CFO Orientation*

Description
Co-sponsored by NRECA, CFC, NRTC and Federated Rural Electric Insurance Exchange, the New CFO Orientation is a two-and-a-half-day program designed for new chief financial officers of electric cooperatives who have two years or less of experience in their current position. Invitees can also include those who hold the titles of “directors of finance,” “controller” or other positions representing roles equivalent to that of a chief financial officer. Interactive sessions provide a detailed overview of programs and services that help new CFOs successfully address cooperative finance, regulatory and accounting issues affecting their jobs and the electric cooperative network.

This event takes place at NRECA’s headquarters in Arlington, Va., and CFC’s campus in Dulles, Va.

Delivery
A two-and-a-half-day professional development program. Group-live delivery method.

Competencies

Target Audience
Chief Financial Officer, in their position two years or less.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this orientation.

Additional Notes
*offered in conjunction with NRECA.

Registration
To register, please visit https://portal.nrucfc.coop/content/cfc/events/training/orientations/new-cfo-orientation.html.
New Co-op Communicator Orientation*

Description
Recently hired cooperative communications, marketing, digital and member services staff come away with a better handle on how the electric cooperative network fits together. Services delivered by their partners like CFC and NRECA provide tips as well as strategies for explaining financial data to cooperative members.

Learning Objectives
- Understand the electric cooperative business model and values.
- Explore current and near-future electric industry issues and challenges.
- Review available national resources: National Rural Electric Cooperative Association (NRECA); National Rural Utilities Cooperative Finance Corporation (CFC); and Federated Rural Electric Insurance Exchange.
- Enjoy interactive sessions to provide focus on: crisis communication, CREC Always On program, NRECA Lexicon Project, financial issues and resources, insurance/loss control/safety issues, networking tools and Touchstone Energy Cooperatives initiatives.

Delivery
A two-and-a-half-day professional development program.

Competencies
Board Communication, Leadership, Industry Knowledge.

Target Audience
Communicator.

Accreditation
Not offered.

Registration
To register, please visit https://www.cooperative.com/conferences-education/meetings/Pages/default.aspx.

New Director Orientation*

Description
Co-sponsored by NRECA, CFC, NRTC and Federated Rural Electric Insurance Exchange, the New Director Orientation is a two-and-a-half-day program designed for new directors and trustees of electric cooperatives who have served on the co-op’s board for two years or less. Interactive sessions will provide an in-depth focus on key electric industry issues and the challenges that new directors face.

This event takes place at NRECA’s headquarters in Arlington, Va., and CFC’s campus in Dulles, Va.

Delivery
A two-and-a-half-day professional development program.

Competencies
Financial Policymaking, Leadership.

Target Audience
Director, in their position two years or less.

Accreditation
Not offered.

Registration
To register, please visit https://portal.nrucfc.coop/content/cfc/events/training/orientations/new-director-orientation.html.

Additional Notes.
*offered in conjunction with NRECA.
Statewide Workshops

**Description**
Statewide workshops provide a one-of-a-kind opportunity for cooperative directors to immerse themselves in finance-focused topics over a two-day period. The regionally-customized sessions are led by CFC's top staff experts. Curriculum varies by session but often includes: economic outlook understanding financial statements, electric rate design considerations, and industry developments. Each workshop is designed as a unique networking experience and often includes a capital market update featuring CFC CEO Sheldon Petersen.

**Delivery**
A two-day live classroom workshop.

**Competencies**

**Target Audience**
Chief Executive Officer, Director.

**Accreditation**
Directors holding NRECA’s Director Gold Credential that attend this workshop are eligible to earn one credit (of three required) toward the Director Gold Continuing Education Requirement.

**For more information**
Visit [https://portal.nrucfc.coop/content/cfc/events/training/statewide.html](https://portal.nrucfc.coop/content/cfc/events/training/statewide.html) or e-mail MemberTraining@nrucfc.coop.

Webinar — Director Series

**Description**
Webinars for cooperative directors are held on a quarterly basis on the third Thursday of the month. Each webinar features a cooperative topic of interest to directors. Topics range from financial policy-setting to industry updates. Webinars last 60 minutes and include time for participants to ask questions of webinar speakers and guests. Speakers include CFC personnel and experts from around the country, such as electric cooperative managers and leaders in the field of energy and finance.

**Delivery**
A quarterly one-hour online webinar (offered on the third Thursday of January, April, July and October).

**Competencies**

**Target Audience**
Director.

**Accreditation**
Not offered.

**For more information or registration**
Please visit [https://portal.nrucfc.coop/content/cfc/events/training/cfc_webinars.html](https://portal.nrucfc.coop/content/cfc/events/training/cfc_webinars.html) or e-mail MemberTraining@nrucfc.coop.
CFC Forum

Description
CFC Forum is our largest annual stand-alone conference. Forum provides CFC members with the latest information on financial and business issues critical to their success. This signature event provides exceptional educational and networking opportunities as well as general and breakout sessions that feature customized content from industry experts and prominent leaders.

Delivery
A three-day event, plus pre-conference workshops. Group-live delivery method.

Competencies

Target Audience
Chief Executive Officer, Chief Financial Officer, Director.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA and Continuing Education Units (CEU) offered by Institute of Electrical and Electronics Engineers will be available for verified participants of this event.

Directors holding NRECA’s Director Gold Credential that attend this workshop are eligible to earn one credit (of three required) toward the Director Gold Continuing Education Requirement.

For more information
Visit https://www.nrucfc.coop/content/nrucfc/en/member-services/events-training.html or e-mail Events@nrucfc.coop.

Independent Borrowers Executive Summit (IBES)

Description
CFC Independent Borrowers Executive Summit (IBES) is designed for key staff of CFC systems that no longer borrow from the federal government. IBES provides independent borrowers with the latest information on financial and business issues critical to their success. It also provides exceptional educational and networking opportunities as well as general and breakout sessions.

Delivery
A three-day event, plus pre-conference workshops. Group-live delivery method.

Competencies

Target Audience
Independent borrowers (non-RUS) Chief Executive Officer and Chief Financial Officer.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA and Continuing Education Units (CEU) offered by Institute of Electrical and Electronics Engineers will be available for verified participants of this event.

For more information
Visit https://www.nrucfc.coop/content/nrucfc/en/member-services/events-training.html or e-mail Events@nrucfc.coop.
NewYork100

Description
CFC produces a number of educational events for its electric cooperative members; CFC’s NewYork100 is designed for CFOs of 100 percent borrowers and their guests. The conference puts some of the most important thought leaders on energy, the economy and management issues in front of members. NewYork100 is an intimate learning and networking event that provides value to electric cooperative members.

Delivery
A two-day event. Group-live delivery method.

Competencies
Industry Knowledge, Leadership, Strategic Financial Planning.

Target Audience
Chief Financial Officer of 100 percent CFC borrower systems.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this event.

For more information
Please e-mail Events@nrucfc.coop.

Boston100

Description
CFC produces a number of educational events for its electric cooperative members; CFC’s Boston100 is designed for CEOs of 100 percent CFC borrowers and their guests. Boston100 provides these CEOs with the latest information on industry and business issues critical to their success and opportunities to network with peers.

Delivery
A two-day event.

Competencies
Industry Knowledge, Leadership, Strategic Financial Planning.

Target Audience
Chief Executive Officer of 100 percent CFC borrower systems.

Accreditation
Not offered.

For more information
Please e-mail Events@nrucfc.coop.
**Equity Management Workshop: Level 1**

**Description**
The Equity Management Level 1 training offers a general overview of basic equity management principles. Attendees will review the balance sheet, fundamental differences between the three KRTA core equity ratios and cooperative decisions that impact equity. Participants also will discuss core components of a sound equity management plan as a function of strategic planning.

Completion of KRTA Level 1 (available online through CFC Academy) is recommended but not required.

**Learning Objectives**
- Understand key components of the balance sheet and their relationship to equity.
- Recognize the value of equity ratios in evaluating your cooperative's financial health.
- Describe key equity drivers.
- Evaluate an appropriate equity range for your cooperative.
- Understand the importance of setting smart equity policy.

**Delivery**

**Competencies**

**Target Audience**
Accounting/Financial Professional, Chief Executive Officer, Chief Financial Officer, Director.

**Accreditation**
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this training.

**For more information**
Please e-mail MemberTraining@nrucfc.coop.

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**Equity Management Workshop: Level 2 (Coming Soon)**

**Description**
The Equity Management Level 2 training will provide an in-depth exploration of key equity management principles, with a focus on interrelationships among core equity drivers. Participants will perform financial analyses to estimate desired equity levels and set targets for key drivers. The course also will explore considerations for evaluating distribution equity.

**Learning Objectives**
- Review equity ratios and select appropriate ratios to analyze in specific scenarios.
- Calculate impacts from changes to equity drivers.
- Stress test changes in the operating environment on key ratios.
- Understand the relationship between rate of return on equity and a system’s rates.
- Apply the Goodwin formula to determine desired return on equity.

**Delivery**

**Competencies**

**Target Audience**
Accounting/Financial Professional, Chief Executive Officer, Chief Financial Officer.

**Accreditation**
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this training.

**For more information**
Please e-mail MemberTraining@nrucfc.coop.
Form 7 Tutorials

Description
CFC Form 7 is an annual financial and operating reporting tool used to review the financial condition of electric distribution cooperatives. CFC also uses Form 7 to assist in credit underwriting and loan decisions, calculate Key Ratio Trend Analysis (KRTA) ratios and to provide cooperatives with benchmarking and financial forecasting services.

The CFC Form 7 Tutorials were created to guide your cooperative’s CFO or senior-level accountant through the process of accessing, completing, checking and submitting CFC Form 7.

These tutorials are divided into short modules that can be viewed from beginning to end, or by topic, to answer specific questions.

Delivery
Approximately 20, two-to-three-minute online tutorials.

Competencies

Target Audience
Accounting/Financial Professional, Chief Financial Officer.

Accreditation
Not offered.

For more information
Please visit https://portal.nrucfc.coop/content/cfc/events/training/form7-tutorials.html or e-mail MemberTraining@nrucfc.coop.

KRTA Certificate Program: Level 1

Description
Attendees gain a basic understanding of KRTA’s five peer groupings and 10 categories. They also learn basic ratio definitions, how to download KRTA reports from the CFC website, how ratios are calculated and where the underlying data originate.

Learning Objectives
• Become familiar with all 145 ratios.
• Access your KRTA Report on the CFC website.
• Understand the Peer Groups and KRTA Categories.
• Understand each ratio and its origin.

Delivery
A two-to-three-hour online, self-paced course & a one-hour timed assessment.

Competencies
Accounting, Financial Analysis, Financial Reporting, Strategic Financial Planning

Target Audience
Accounting/Financial Professional, Chief Executive Officer, Chief Financial Officer, Director.

Accreditation
Not offered.

Additional Notes
KRTA Level 1 can be offered as a Live Classroom Session at statewide or regional conference by request only.

CPE Accreditation Could be Offered for verified participants if conducted by group-live delivery method.

For more information
Please visit https://portal.nrucfc.coop/content/cfc/events/training/form7-tutorials.html or e-mail MemberTraining@nrucfc.coop.
KRTA Certificate Program: Level 2

Description
Attendees take a deeper analytical dive into the ratios, discovering how movement in one ratio affects others, and what this may mean for an electric cooperative. The course also will introduce participants to how ratios can be used to analyze a cooperative’s margins, equity levels and plant investment.

Learning Objectives
- Become more familiar with the KRTA report.
- Learn how to use the KRTA Toolpak.
- Understand interrelations between ratios from the Operating Statement.
- Perform equity and debt analyses with ratios from the Balance Sheet.
- Analyze and interpret Asset Performance Ratios.

Delivery
A four-hour live classroom course with a one-hour timed assessment. Group-live delivery method.

Competencies

Target Audience
Accounting/Financial Professional, Chief Executive Officer, Chief Financial Officer.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this training.

For more information
Please visit https://portal.nrucfc.coop/content/cfc/events/training/ktra-certificate-program.html or e-mail MemberTraining@nrucfc.coop.

KRTA Certificate Program: Level 3

Description
KRTA Level 3 offers attendees an opportunity to perform ratio analyses on a case study that examines potential financial issues a cooperative may face. This course offers an opportunity to learn how to better utilize the ratios and the KRTA Toolpak to make sound financial decisions.

Learning Objectives
- Select and analyze ratios to diagnose challenges your cooperative is currently facing.
- Perform sensitivity analyses to examine multiple outcomes.
- Synthesize information to form recommendations for your CEO and directors.
- Deepen your understanding of how ratios are interrelated and how movement in one can impact others.
- Recognize where additional analysis is needed after examining KRTA data.

Delivery
A four-hour live classroom course with a one-hour timed assessment. Group-live delivery method.

Competencies

Target Audience
Accounting/Financial Professional, Chief Executive Officer, Chief Financial Officer.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this training.

For more information
Please visit https://portal.nrucfc.coop/content/cfc/events/training/ktra-certificate-program.html or e-mail MemberTraining@nrucfc.coop.
Quarterly Financial Market Review

Description
The Quarterly Financial Market Review helps cooperative leaders assess important external economic developments and monitor emerging risks in order to make informed strategic financial decisions for their cooperative.
CFC’s vice president of capital markets research and analysis hosts these updates. Each session lasts 30 minutes and includes time for participants to ask questions.

Delivery
A quarterly 30-minute online call (March, June, September and December)

Competencies

Target Audience
Accounting/Financial Professional, Chief Executive Officer, Chief Financial Officer, Director.

Accreditation
Not offered.

For more information
Please visit [https://portal.nrucfc.coop/content/cfc/events/training/quarterly-financial-webinar.html](https://portal.nrucfc.coop/content/cfc/events/training/quarterly-financial-webinar.html) or e-mail MemberTraining@nrucfc.coop.

Webinar — Financial Series

Description
Financial webinars for employees of electric cooperatives are held on the second Wednesday of each month at 1 p.m. Eastern Time. Each session features a topic of interest to cooperative staff. Topics range from financial analysis techniques to industry and technology updates.
Webinars last 60 minutes and include time for a question and answer period with the speaker. Speakers include CFC personnel and experts from around the country, such as electric cooperative managers and leaders in the fields of energy and finance.

Delivery
A monthly one-hour online webinar (on the second Wednesday of each month). Group-internet based delivery.

Competencies

Target Audience
Accounting/Financial Professional, Chief Executive Officer, Chief Financial Officer.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of the live webinar.

For more information or registration
Please visit [https://portal.nrucfc.coop/content/cfc/events/training/cfc_webinars.html](https://portal.nrucfc.coop/content/cfc/events/training/cfc_webinars.html) or e-mail MemberTraining@nrucfc.coop.
BudgetPro

Description
BudgetPro is a user-friendly and flexible Microsoft Excel-based model designed to assist electric distribution cooperatives in preparing a 12-month operating budget. In this hands-on training, attendees will learn how to prepare a yearly operating budget, make changes to forecast assumptions and analyze their results.

Learning Objectives
• Understand the purpose and capabilities of CFC’s BudgetPro model.
• Learn about key model features and practical applications for cooperatives.
• Navigate special features in the model including macros, functions and work areas.
• Input revenue, power costs, payroll, benefits, expenses and plant data, as well as financial statements for your cooperative.
• Generate reports and charts from the model.

Delivery

Competencies
Accounting, Financial Analysis, Forecasting, Strategic Financial Planning.

Target Audience
Accounting/Financial Professional, Chief Financial Officer.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this training.

For more information
Please e-mail MemberTraining@nrucfc.coop.

Compass

Description
Compass is a financial forecasting software package developed in Microsoft Excel 2013 using Visual Basic for Applications. Preloaded with 10 years of your system’s financial data helps finance professionals spend less time entering data and more time analyzing it. In this hands-on training, Compass developers will demonstrate the software and its features.

Learning Objectives
• Utilize the Compass model for forecasting.
• Formulate forecasting objectives through an environmental scan of the co-op.
• Adjust assumptions in the Compass model.
• Forecast using the “Analysis” tool.
• Perform sensitivity analyses to test assumptions.

Delivery

Competencies
Financial Analysis, Forecasting, Strategic Financial Planning.

Target Audience
Accounting/Financial Professional, Chief Financial Officer.

Accreditation
Continuing Professional Education (CPE) credits offered through NASBA will be available for verified participants of this group-live training.

For more information
Please e-mail MemberTraining@nrucfc.coop.
Accreditation

CFC Events and Training offers continuing education opportunities for CPAs and licensed, professional engineers!

Most CFC events and training customized for CFOs, CEOs and electric cooperative staff offer continuing education credits. To find out if the event or training you are attending offers CPEs or CEUs, refer to the specific event or training page. In accordance with the standards of the National Registry of CPE Sponsors, CPE credits will be granted based on a 50-minute hour. Since CFC programs are offered free of charge, there will be no refunds issued. For more information regarding administrative policies and complaint resolution, please contact Erik Dahlseid at Erik.Dahlseid@nrucfc.coop or (703) 467-1652.

National Rural Utilities Cooperative Finance Corporation (CFC) is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have the final authority on the acceptability of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org. CPA attendees who are eligible to receive CPE credits will be required to verify their attendance at each session where credits are offered by completing sign-in and sign-out sheets and a post-event survey or evaluation form.

CFC seeks approval from the IEEE as an Authorized Provider by the International Association for Continuing Education and Training (IACET). In obtaining this approval, the IEEE has demonstrated that it complies with the IACET Standards, which are widely recognized as standards of good practice internationally. All CEU certificates are verified and distributed by IEEE. As a result of their Authorized Provider membership status, IEEE is authorized to offer IACET CEUs for its programs that qualify under the IACET Standards. IACET CEU Provider #1001255.

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Our dedicated staff strives to exceed our members’ expectations by focusing exclusively on the needs of the electric cooperative network that created us.

We have been our members’ trusted and independent finance cooperative for nearly 50 years. Your long-term financial health is our goal.

We provide our members with reliable access to funding regardless of market conditions, leveraging relationships in the financial community to build a stable, diverse base of funds.