



**2019 Future Business Officers Program**  
**Saturday, July 13 \* JW Marriott Austin**  
Schedule as of April 4, 2019

- 7:15 –  
8 a.m. **Participant Registration and Breakfast**
- 8 –  
8:15 a.m. **Welcome, Introductions, and Program Overview**
- 8:15 –  
10 a.m. **The Evolution and Changing Role of the Chief Business Officer**  
No longer a behind-the-scenes player but an integral member of the senior leadership circle, today's business officer fulfills roles ranging from truth teller, exemplary manager, and guardian of resources to town crier, sheriff, and strategist. CBOs provide critical business, financial, and administrative leadership, as well as strategic guidance that enables institutions to realize their missions of teaching, research, and public service.
- 10 –  
10:15 a.m. **Break**
- 10:15 – 11  
a.m. **Building Beneficial Relationships in Higher Education**  
Colleges and universities are complex organizations with operational and governance structures that do not easily adapt to change. Successful business officers understand the importance of building relationships, especially with colleagues who have academic and governance functions. Explore how, working together with other institutional leaders, business officers facilitate transparency, ensure business decisions are grounded in sound analysis, and help institutions excel.
- 11 a.m. –  
Noon **Conversations with Chief Business Officers**  
Working in small groups, hear seasoned chief business officers discuss their career paths, experiences, and challenges. Examine different styles and approaches to the CBO position. Use the opportunity to answer your questions about the roles and responsibilities of a CBO, and assess your personal aspiration for the position.
- Noon –  
1:30 p.m. **Lunch with New Business Officers Program Participants and NACUBO Fellows**
- 1:30 –  
2:45 p.m. **Becoming a Trusted Advisor**  
Your success as a leader is largely about guiding and helping others to achieve the important goals of your institution. This session addresses ways to build influence and create better partnerships across your institution to become a more trusted colleague.
- 2:45 -  
3 pm **Break**
- 3 –  
4:15 pm **De-Mystifying the Search Process**  
Chief business officers take many different pathways to their positions. Explore the steps to identifying opportunities for career advancement and preparing to interview for a CBO position. Gain an understanding of the search process.
- 4:15 –  
4:30 p.m. **Plan of Action and Wrap-Up**