The New Business Officers Program is designed to provide resources, information and guidance to those new to the Chief Business Officer role within a higher education setting. **Attendance at the New Business Officers Program is limited to chief business and financial officers who report directly to a president or chancellor and who have been in their current positions for less than three years.**

**May 6**
2:00 to 3:00 p.m. ET  
**NBO Alumni Panel Webcast**  
Hear from recent participants regarding their experience in the New Business Officers Program and how they applied their learnings when they returned to campus.

**June 24**
2:00 to 3:00 p.m. ET  
**NACUBO 101 Webcast**  
NACUBO offers a wide variety of resources ranging from publications to podcasts and policy updates. This hour-long webcast will provide participants of the 2020 New Business Officers Program an overview of NACUBO’s resources and how they could be utilized.

**Thursday, July 9**
8:00 to 9:00 p.m. ET  
**NBO Meet and Greet**  
NACUBO will host an informal gathering before the official program kickoff to welcome participants of the 2020 NACUBO New Business Officers Program.

**Friday, July 10**

**7:30 a.m.**  
**Breakfast and Registration**

**8:30 a.m.**  
**Welcome, Overview, and Introductions**

**9:00 a.m.**  
**CBO to CBO: Stories in the Round – Part I**  
Seasoned business officers will share what was missing from their “toolkits” and how they dealt with the unexpected. Participants will break into groups to discuss their major challenges or surprises on the job thus far.

**10:15 a.m.**  
**Break**

**10:30 a.m.**  
**Partners in Success – Collaborating With Members of Your Cabinet**  
CBOs must have strong relationships with, and an understanding of, the challenges faced by colleagues on the president’s cabinet. Hear from CBOs and their fellow cabinet members on how they’ve collaborated with each other to break down silos and advance the mission of the institution.

**Noon**  
**Lunch with NACUBO Board of Directors and NACUBO Fellows**

**1:30 p.m.**  
**Facilities 101**  
Experts will speak about critical areas that chief business officers should know about facilities operations, such as capital planning, key metrics, space myths, and sustainability issues.
3:00 p.m.  Break

3:15 p.m.  
**Advancing the Institution: The President, the Board, and the CBO**
CBOs have a unique relationship with their presidents and boards. Explore how to make these relationships more effective and mutually supportive.

4:45 p.m.  Class Photo

5:00 p.m.  Networking Reception

**Saturday, July 11**

7:30 a.m.  Breakfast

8:00 a.m.  
**The Business and Advancement Offices – Building Blocks of a Critical Relationship**
As the dependence on charitable giving at various institutions continues to grow, the need for a strong relationship between the chief business officer and chief advancement officer is paramount to the institution’s success. Learn from seasoned experts on how these two offices can collaborate and thrive amidst marketplace disruption.

9:00 a.m.  
**Communicating with the Campus Community**
In addition to managing the institution’s resources, one of the key responsibilities a chief business officer has is to communicate why and how said resources are utilized. Hear from seasoned chief business officers and other experts on how to effectively communicate and be an ally to members of the campus community.

10:15 a.m.  Break

10:30 a.m.  
**Fostering a Culture of Innovation and Change**
Often in higher education, staff and faculty default to a “that’s how we always done it” mentality. In the current higher education environment, the status quo doesn’t necessarily support the needs of the modern student. Learn from experienced higher education leaders on how to support a culture of innovation.

11:45 a.m.  Break

Noon  
Lunch with Future Business Officers Program Participants and NACUBO Fellows

1:15 p.m.  
**Resilience Workshop**
The Resilience Workshop offers participants the space and time to begin to focus on how their lives impact their ability to lead, and the tools they need to strengthen their awareness day to day. This workshop is based on the research of Dr. Amit Sood that explores resilient leadership and how it builds strong, flexible relationships and communities.

3:00 p.m.  Break
3:15 p.m.  **CBO to CBO: Stories in the Round – Part II**
Participants will have the opportunity to reflect with experienced chief business officers on what they learned over the two-day program and how they intend to apply their new insights when they return to campus.

4:30 p.m.  **Wrap Up and Conclusion**

4:35 p.m.  **Program Adjourns**