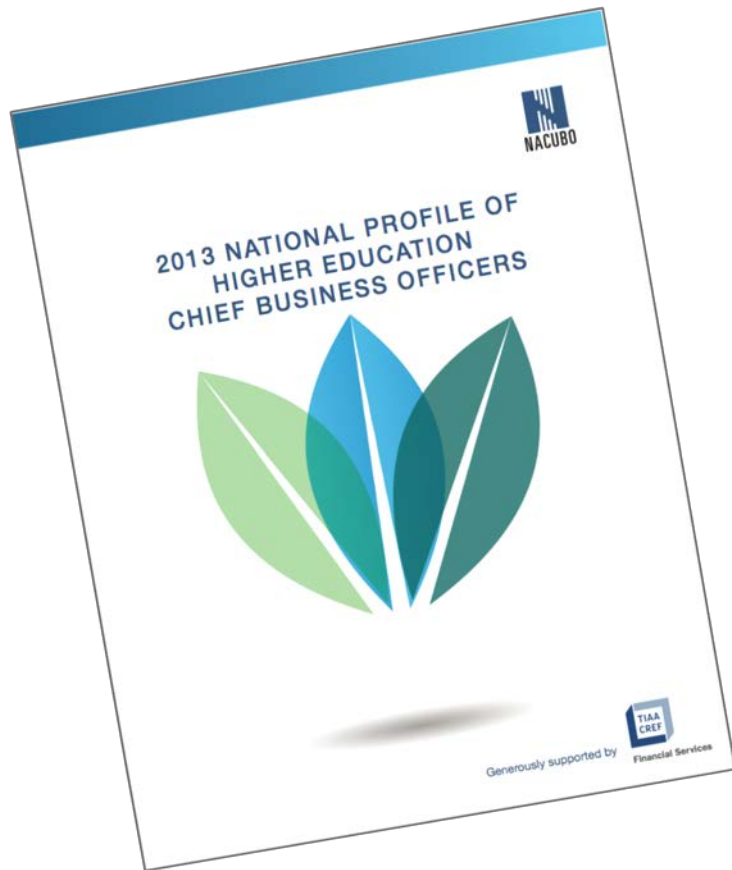




Serving Today's Business Officers, Preparing Tomorrow's Leaders

**2016 TASSCUBO Primary Members Retreat
November 1, 2016**

**Randy Roberson
Director, Member Engagement**



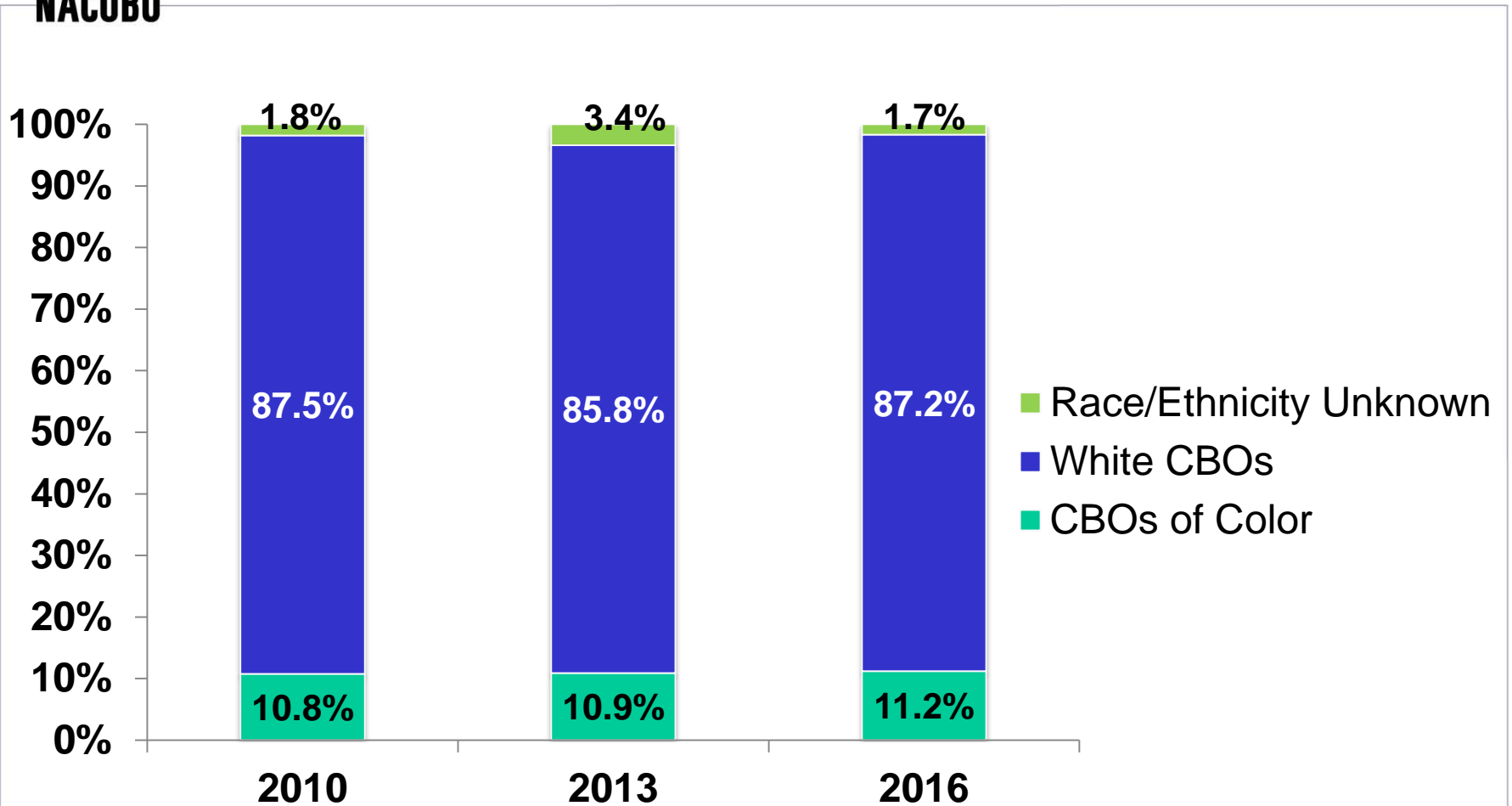
http://www.nacubo.org/Documents/products/FINAL_CBO_Report.pdf



- White, non-Hispanic (90%)
- Male (67%)
- 56 years old (average age)
- Married
- Advanced degree (82%)
- 8 years in current position
- Satisfied with job
- Higher ed experience
- Characteristics stable since 2010



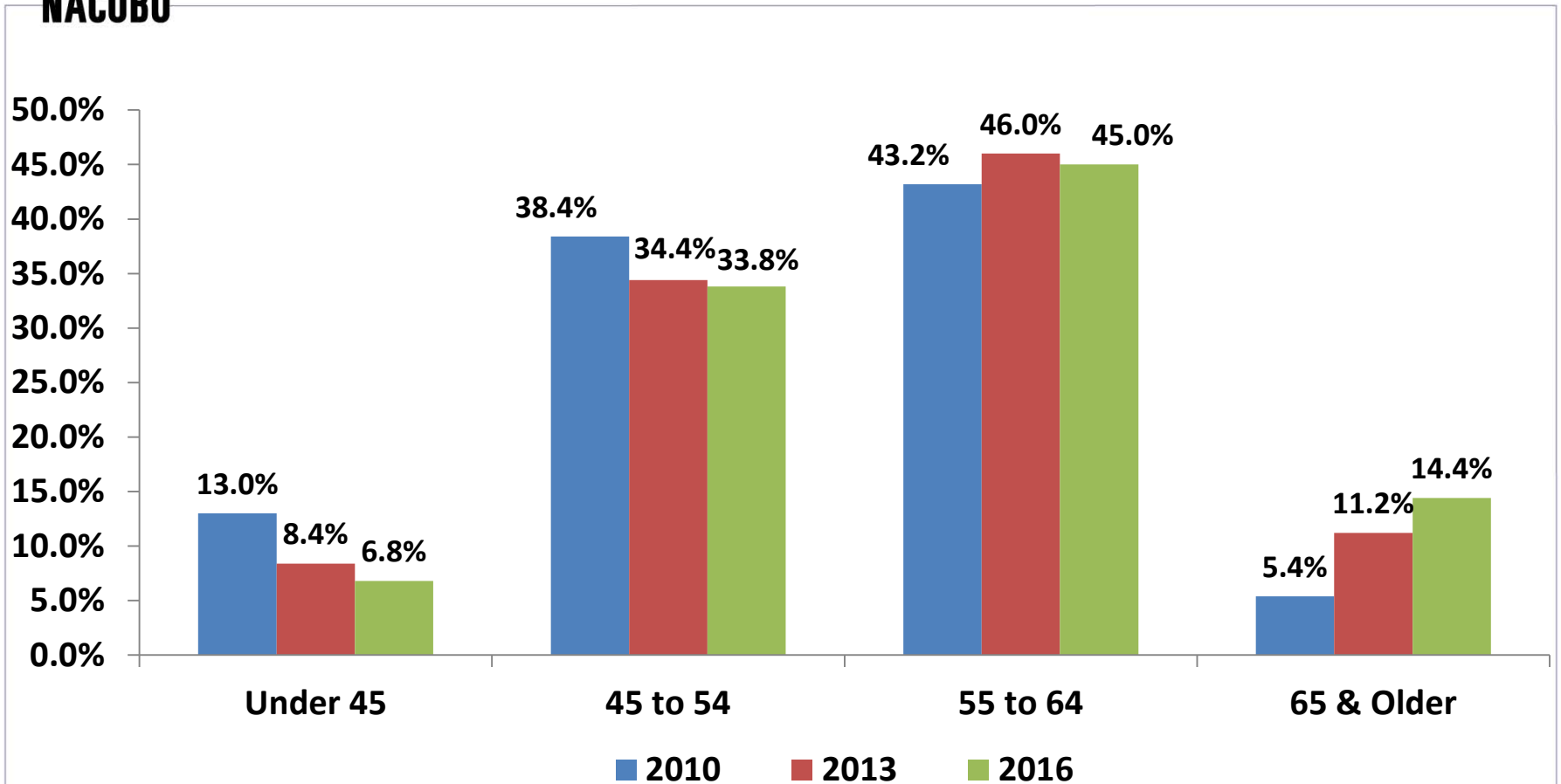
Distribution of CBOs by Race/Ethnicity 2010, 2013, 2016



Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.



CBO Respondents by Age Level 2010, 2013, 2016



Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.

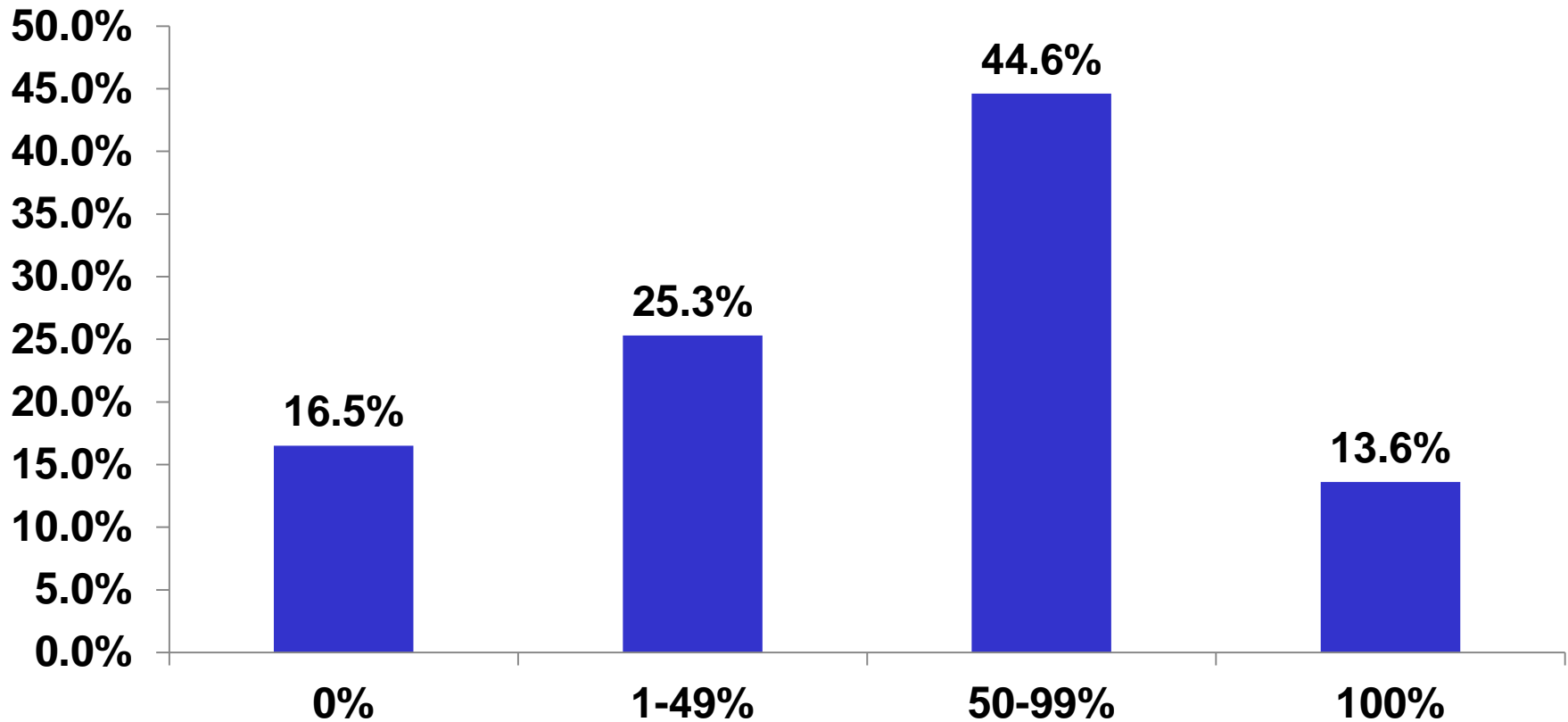


Higher Ed Experience Required?





Percent of CBOs' Careers Spent in Higher Ed Prior to Current Position, 2016



Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.

CBO roles and responsibilities





CBOs' Greatest Areas of Responsibility, 2010, 2013, 2016

Area of Responsibility	2010	2013	2016
Budget/Financial Planning	96.7%	96.1%	98.5%
Controller	94.5%	96.5%	94.1%
Bursar	81.1%	81.9%	83.2%
Auxiliary Services	69.7%	73.4%	74.6%
Endowment/Investments	59.5%	63.6%	69.7%
Internal Audit	54.2%	50.5%	51.8%
Administrative Technology	47.8%	51.7%	50.5%
Public Safety	52.5%	51.9%	50.1%
Strategic Planning	45.2%	40.8%	46.1%
Academic Technology	31.3%	33.2%	35.5%

- Mostly stable over past 3 surveys
- Increase in academic technology responsibility, endowment responsibility

Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.



Over time, the role of the Chief Business Officer (CBO) has changed from....



- “Back office” to “key spokesperson”
- “Numbers only” to “overall strategy”
- “Solitary administrator” to “collaborative leader”
- “Revenue and expense manager” to “entrepreneur and cost cutter”

CBOs are asked to be more...



- In tune with the academic side
- Aware of legal and regulatory issues
- Attentive to data and information technology
- Focused on human resources and talent management
- Mindful of external politics
- Well-versed in facilities and construction
- Committed to teach and explain financial information to key constituents



Besides managing institution's financial resources, most important aspect of CBO job

Strategic thinking and decision-making	31.8 %
Leading change and fostering innovation	16.8 %
Supporting president and managing up	16.1 %
Making important decisions even when unpopular	8.8 %
Getting a clean audit	8.4 %
Appropriately engaging community in financial decisions/communicating	7.9 %
Managing institution's capital projects	5.2 %
All other responses including: Enterprise Risk Management, mentoring, managing institution's endowment, personal leadership development, and other	4.9 %

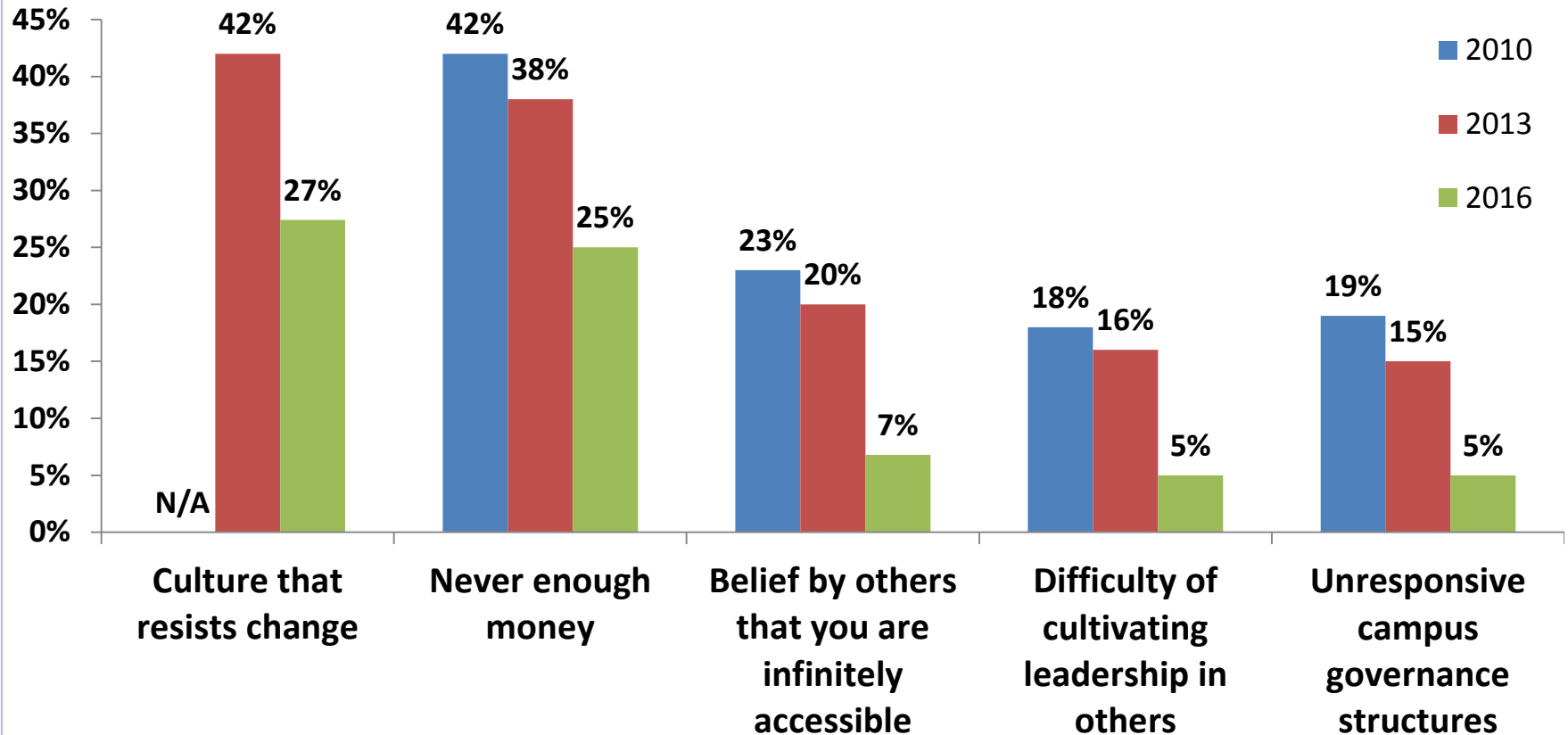
Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.

CBOs' Largest Source of Frustration?





CBOs' Greatest Source of Frustration 2010, 2013, 2016

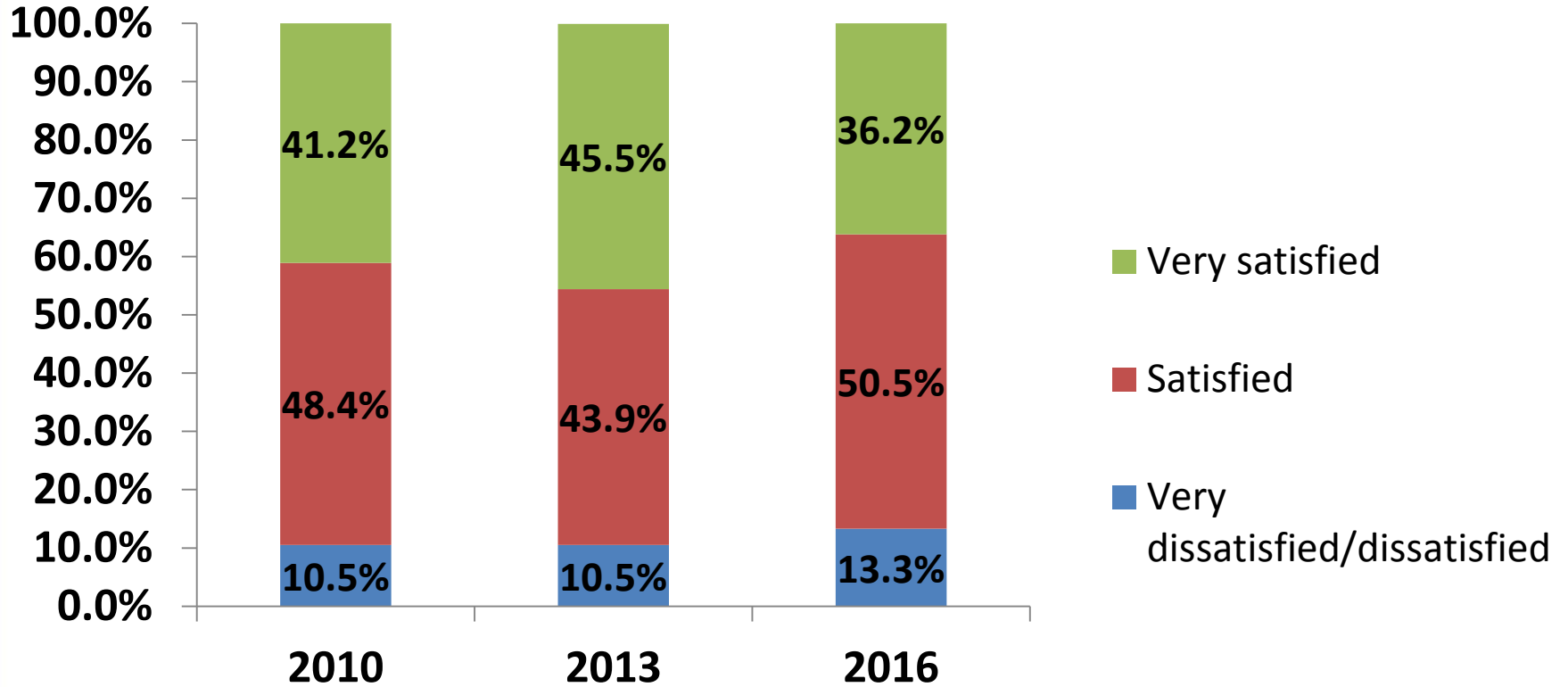


Note: Question revised in 2016.

Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.



CBOs' Job Satisfaction Levels 2010, 2013, 2016



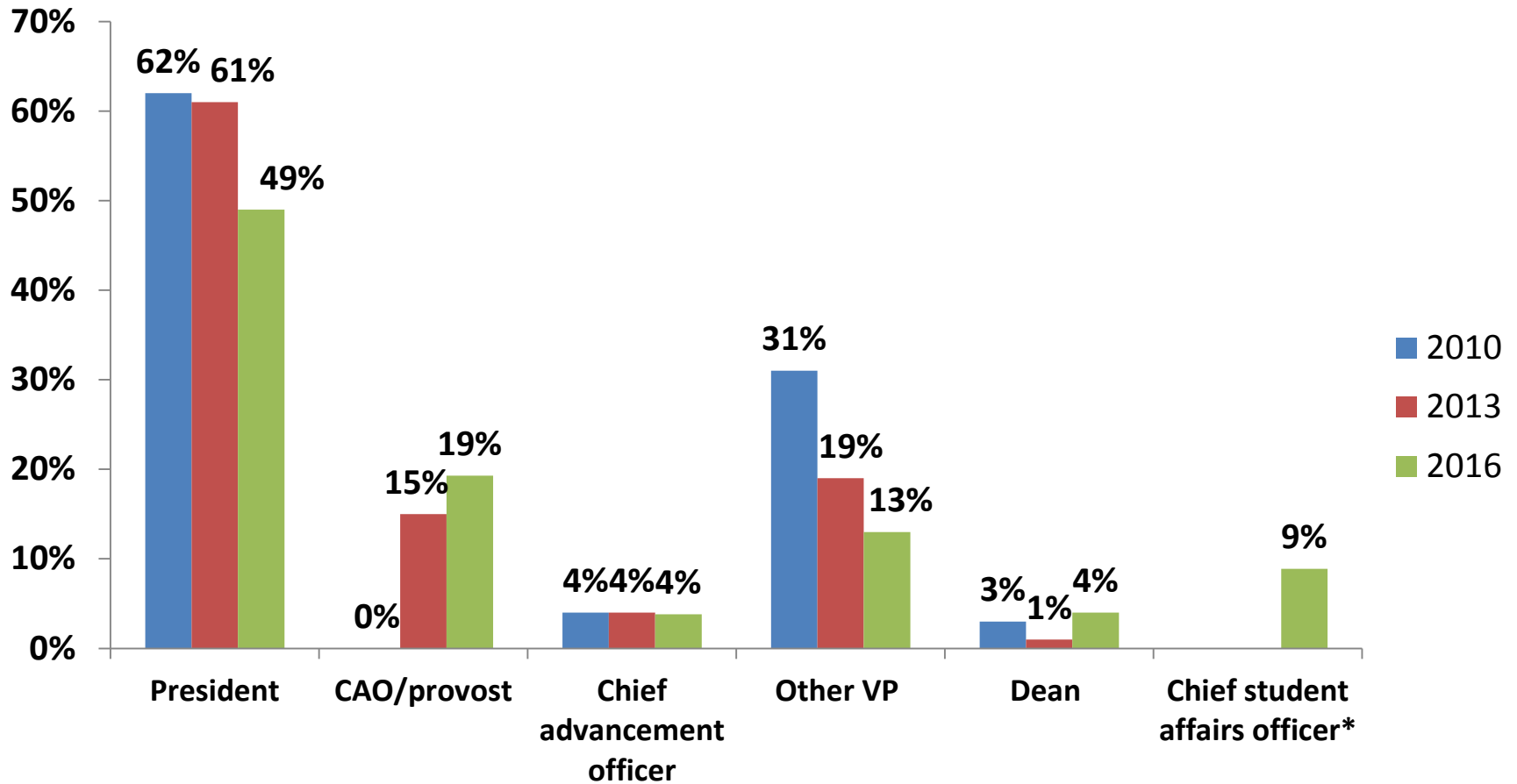
Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.

Campus Relationships and Partnerships





CBOs' Best Relationships on Campus 2010, 2013, 2016

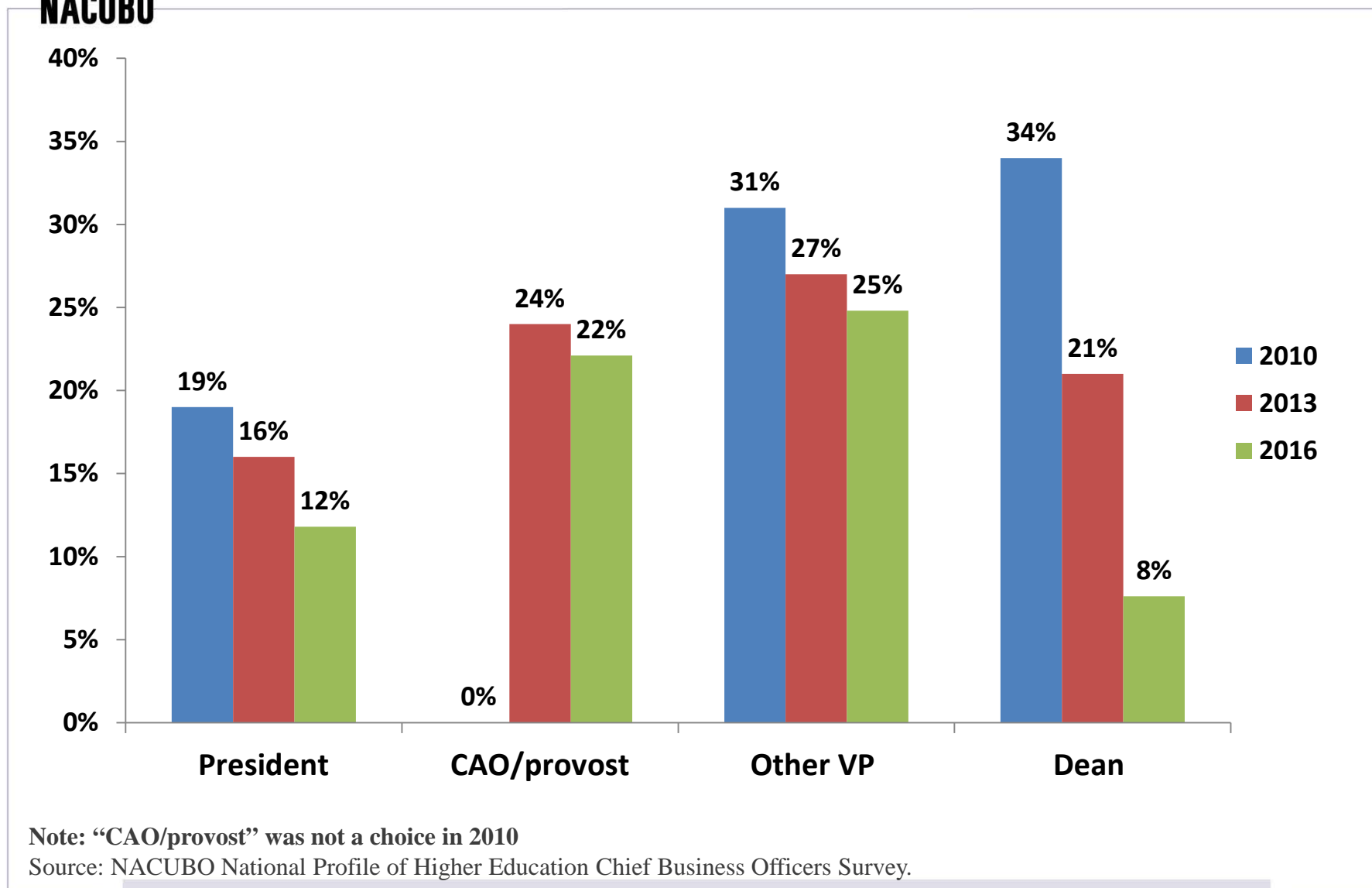


*New category in 2016.

Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.

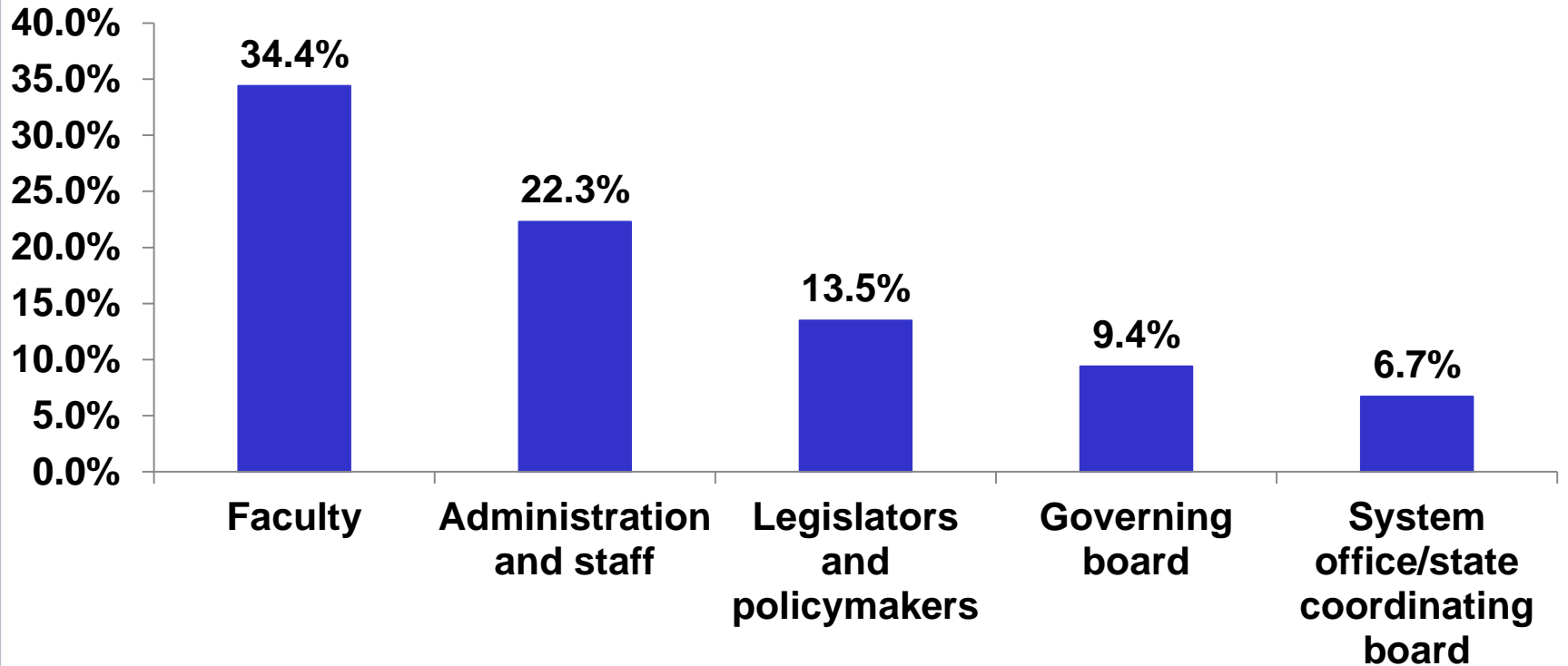


CBOs' Most Challenging Relationships 2010, 2013, 2016





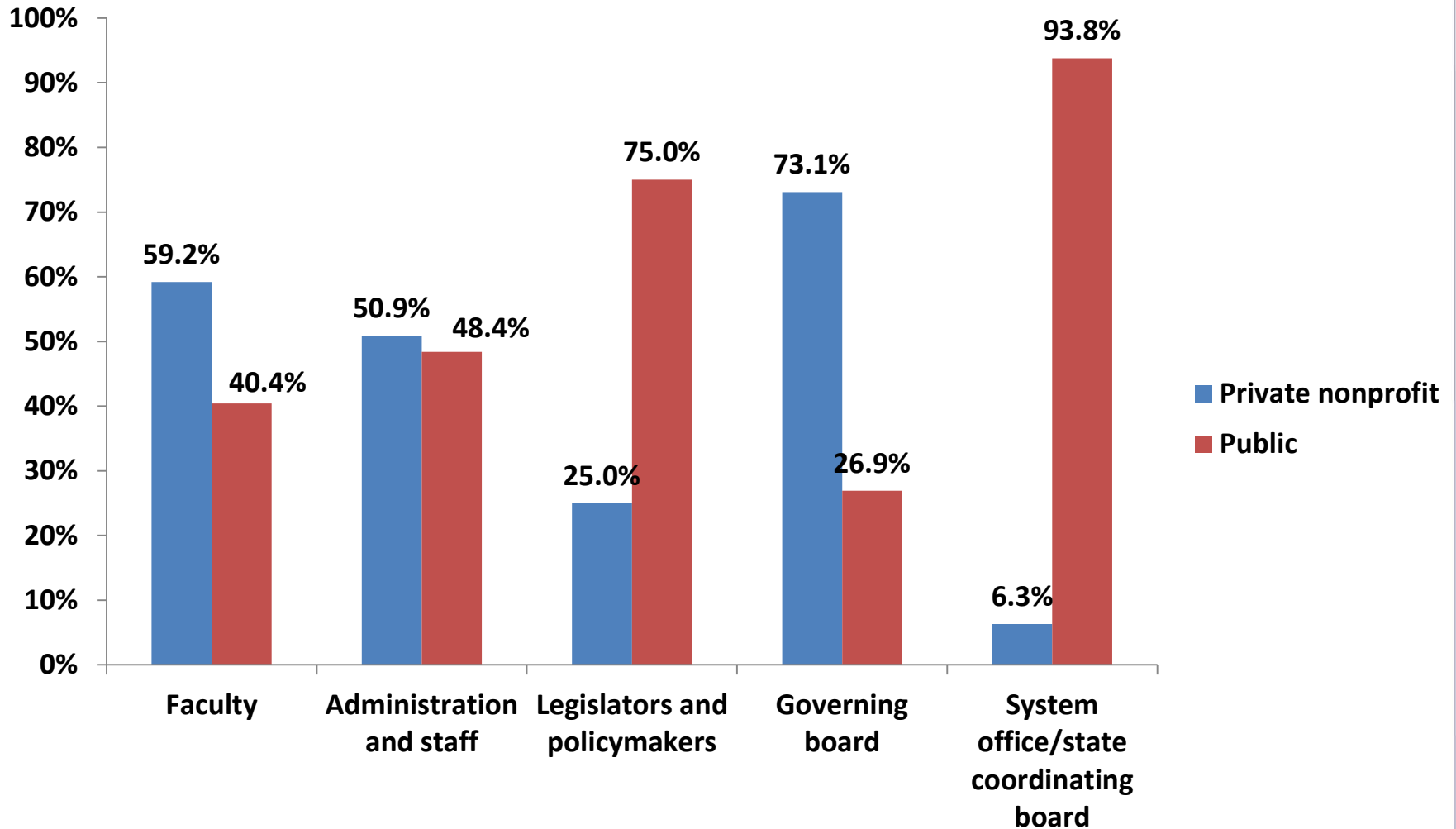
All CBOs' Five Most Challenging Constituent Groups, 2016



Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.



Public CBOs' Five Most Challenging Constituent Groups, 2016



(Note: Respondents could select multiple responses.)

Source: 2016 NACUBO National Profile of Higher Education Chief Business Officers Survey.





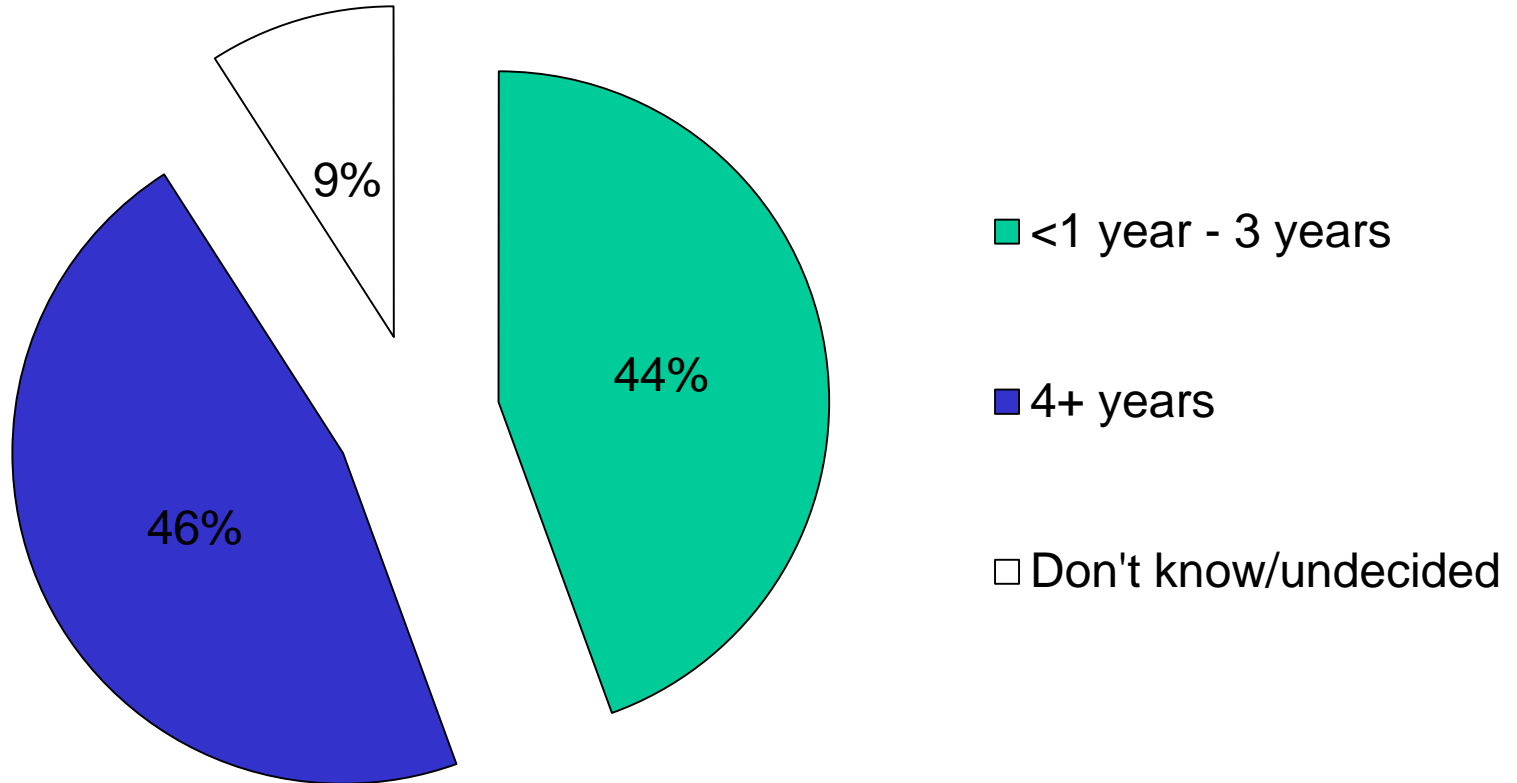
CBOs' Next Career Moves 2010, 2013, 2016

Next Career Move	2010	2013	2016
Retire	39.8%	39.6%	43.6%
Don't know/undecided	24.3%	23.9%	19.6%
Seek another CFO/CBO position at different institution	21.0%	17.1%	20.2%
Seek different admin position at current institution	2.5%	1.8%	0.8%
Seek a presidency	8.1%	6.8%	7.6%
Seek a faculty position	1.6%	1.7%	0.8%
Seek work outside higher education	6.5%	5.2%	7.3%

Source: NACUBO National Profile of Higher Education Chief Business Officers Survey.



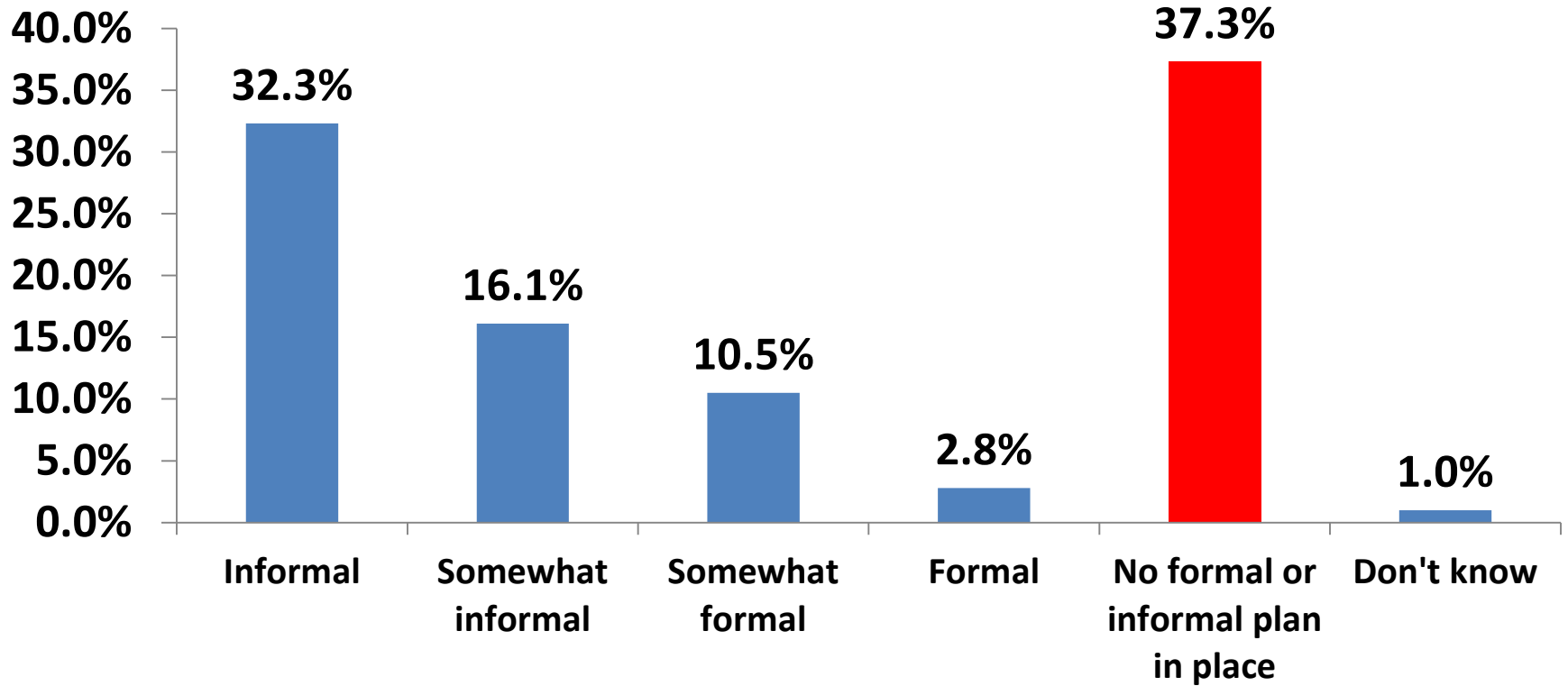
Retiring CBOs' Expected Retirement Timing*, 2016



Source: 2016 NACUBO National Profile of Chief Business Officers Survey.
*Includes respondents who indicated that “retire” was their next career move.



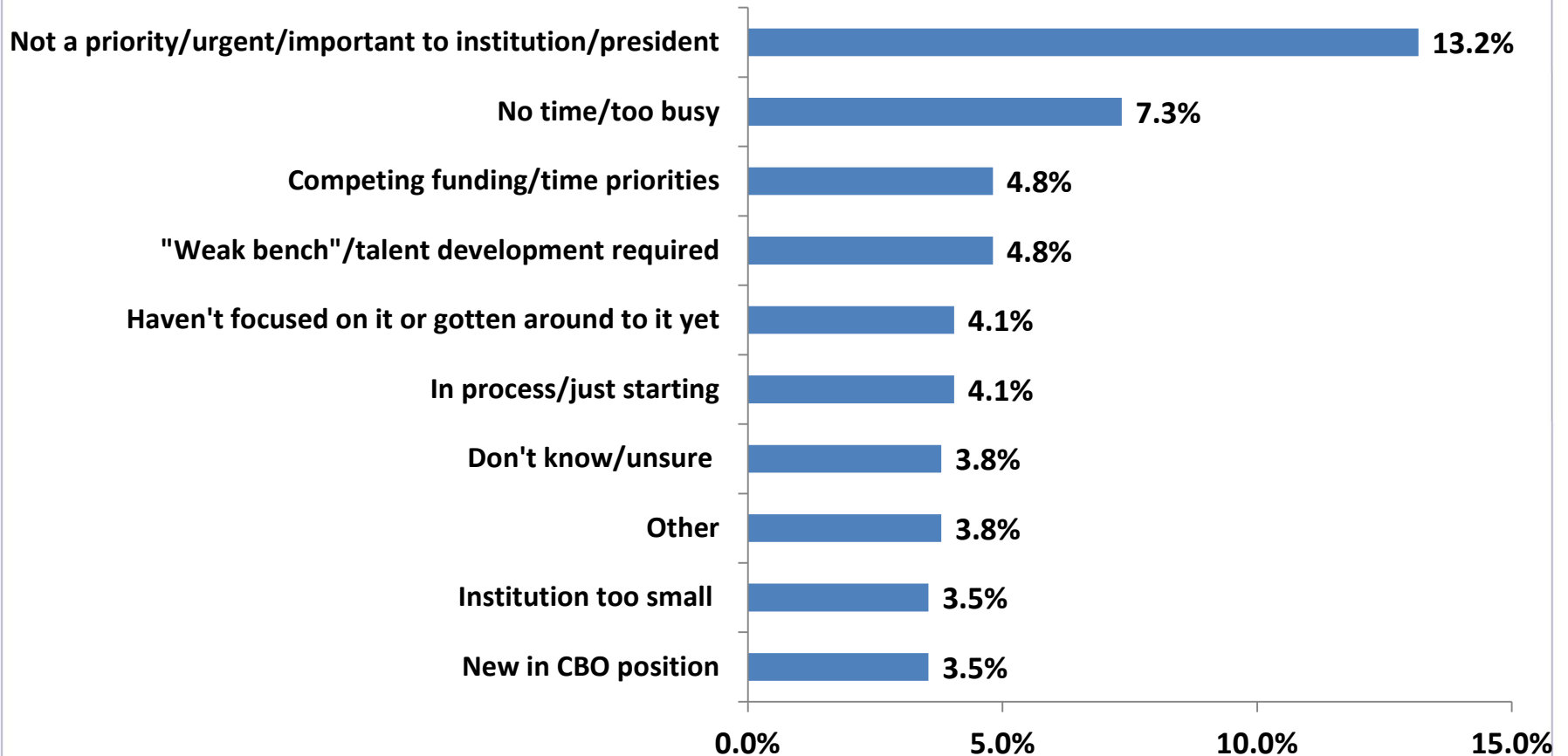
Distribution of Formal and Informal CBO Succession Plans – 2016



Source: 2016 NACUBO National Profile of Higher Education Chief Business Officers Survey.



Most Frequently Cited Reasons for Not Having Succession Plan, 2016



(Note: Respondents could select multiple responses.)

Source: 2016 NACUBO National Profile of Higher Education Chief Business Officers Survey.

As you reflect on your experience, what parts of the data presented thus far surprise you?





Focus on Succession Planning

- Feedback from
 - Board adhoc committees on succession planning and next generation business officers
 - Constituent councils and other advisory councils
 - Focus groups of CBOs and unit business officers
- Annual Meeting sessions
- Future Business Officers Program
- Fellows Program
- Regional meeting offerings
- Mentoring programs
- Retired Business Officer Network
- Women's leadership
- HBCU leadership initiatives
- And more....



Business Officer Magazine



- **Readying Your Replacement**
- **Season to Task**
- **Skill by Skill**
- **Mark Coldren Tells How to Tap the Talent Within**
- **When One Door Closes....**
- **Another Door Opens**
- **Tune Up Your Talent**
- **Giving Talent Its Due**

www.nacubo.org/Business_Officer_Magazine/Succession_and_Retirement_Planning_Series.html



CBO Meta-Competencies

STRATEGIC LEADERSHIP

- Focuses decisions on entirety of campus
- Complex problem solver
- Adeptly leverages resources
- Forward-looking vision
- Strategic communicator

ORGANIZATIONAL ENGAGEMENT

- Proficient in all segments of the institution
- Understands broad higher education landscape
- Attentive to emerging trends
- Works effectively with media

INCLUSIVE LEADERSHIP

- Recognizes differences
- Culturally competent
- Creates a respectful/equitable campus culture
- Tolerates ambiguity

EMOTIONAL/SOCIAL INTELLIGENCE

- Self-aware
- Self-confident, conscientious
- Empathetic
- Ability to influence
- Develops others

www.nacubo.org/Business_Officer_Magazine/Magazine_Archives/November_2014/Skill_by_Skill.html

A Leadership Competency Study of Higher Education Chief Business Officers by Cynthia Teniente-Matson



New Business Officers Program

- Designed for CBOs who report directly to the president
- Participants with 3 years or less experience as CBO
- Two-day workshop prior to NACUBO Annual Meeting
- Examine the complexities of the role, network with colleagues
- Experienced CBOs, presidents, provosts, other experts as faculty
- Optional session for those new to higher education





Future Business Officers Program



- Designed for campus business office staff interested in learning more about being a CBO
- One-day workshop prior to NACUBO Annual Meeting
- Discuss the complexities of the role, network with current CBOs
- Examine the search process with experienced consultants
- Begin to develop a personal plan of action to prepare for next career move



Fellows Program

- One-year leadership program for aspiring chief business officers
- Individuals from NACUBO higher education member institutions may apply
- Components of program include:
 - Leadership assessment
 - Two-day opening workshop
 - Participation in two Annual Meetings
 - Fall and Spring meetings
 - Campus visits
 - Group project
- 2017-18 application process opens November 15
- www.nacubo.org/fellows





Annual Meeting



www.nacuboannualmeeting.org

Minneapolis, MN
July 29 – August 1, 2017
Registration opens February 1

Long Beach, CA
July 21 - 24, 2018

Austin, TX
July 13-16, 2019

Washington, DC
July 11-14, 2020



Collaborations



Business of the University Conference



Leadership and Advocacy

CAO – CBO Collaborations Workshop



ENTERPRISE IT SUMMIT





Distance Learning



CBO Speaks offers interviews from thought leaders and experts discussing issues and topics about the CBO role and what's in store for the future.

NACUBO In Brief gives a behind the scenes look at advocacy efforts, explores best practices, and helps listeners think through how recent developments will shape their institutions in the months and years ahead.



NACUBO LIVE!

Broadcasts from Workshops and Conferences

WEBCASTS

Self-Study Courses



Career Headquarters

The screenshot shows the NACUBO Career Headquarters website. The top navigation bar includes links for Home, SiteMap, Contact Us, Feedback, and MY NACUBO. Below this is a search bar with a red circle around it, and a login section with fields for E-mail and Password, and a Login button. The main navigation menu includes MEMBERSHIP & COMMUNITY, BUSINESS & POLICY AREAS, INITIATIVES, RESEARCH, CAREER HEADQUARTERS (highlighted), PRODUCTS, EVENTS PROGRAMS, DISTANCE LEARNING, BUSINESS OFFICER MAGAZINE, and ABOUT NACUBO. The main content area features a search bar, quick links, and browse by topic. The central text reads: "CAREER HEADQUARTERS Welcome to the premier nationwide resource for employment opportunities in higher education business, finance, and administration! NACUBO serves the interests of colleges and universities in the United States, and the professionals working in the administrative and business functions of those campuses. Anyone can visit this site to post a job or search for a career-membership in the association is not a requirement!" Below this are two columns: "SEARCH JOBS LISTING" and "POST JOB LISTINGS". The right sidebar contains "Resources" (HR Horizons), "Job Titles" (listing various roles like VP of Finance and Administration, Chief Financial Officer, etc.), and "Director or Manager of these areas" (listing Bookstore, Dining Services, Facilities).

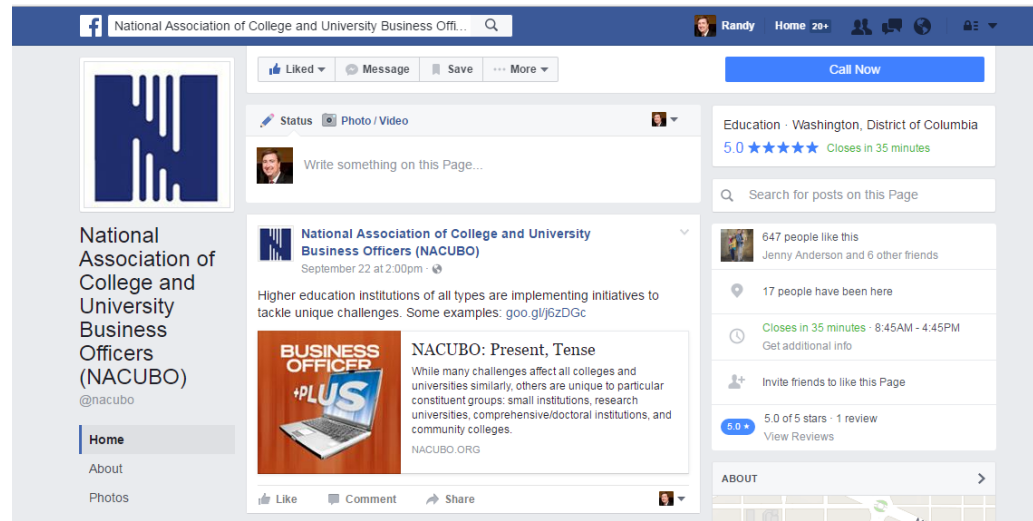
- Search job listings
- Post jobs
- Explore career resources
- http://www.nacubo.org/Career_Headquarters.html



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