CELEBRATING 20 YEARS IN TUNE WITH EXCELLENCE

NBOA 2018
National Business Officers Association

ANNUAL MEETING

MARCH 4-7
NASHVILLE, TENNESSEE
Gaylord Opryland Resort
2018 NBOA Annual Meeting

Why Nashville for a gathering of business officers? “Music City” is the perfect destination for NBOA’s biggest and most dynamic event ever. Independent schools have a lot in common with the music industry. The work is enriching and rewarding, but change comes quickly and relentlessly. It takes many people, constant learning and numerous collaborations to create and sustain enduring success.

Similarly, being in tune with excellence requires harmony among every function on campus. The 2018 NBOA Annual Meeting provides you and your colleagues with dozens of best-in-class learning opportunities – from inspiring thought-leadership to practical solutions you’ll put right to work – involving independent school leadership, finance, enrollment, risk management, facilities, technology, governance, fundraising, technology and more.

Register today for the 2018 NBOA Annual Meeting. You’re sure to renew your commitment to excellence at your independent school, refresh your knowledge of critical workplace matters – and have a terrific time in the process.

Hear what people are saying about the Annual Meeting by following the #NBOA2018 hashtag on Twitter, or by following NBOA’s accounts: @nboanet, @shieldsNBOA or @NetAssetsNBOA.

Schedule-at-a-Glance

**Sunday, March 4**
- 2:00 – 7:00 pm  Registration
- 5:00 – 6:00 pm  First-Time Attendee Reception
- 6:00 – 8:00 pm  Opening Reception

**Monday, March 5**
- 7:00 am – 5:00 pm  Registration
- 7:00 – 8:00 am  Exhibit Hall and Breakfast
- 8:15 – 10:00 am  Keynote Address: Josh Linkner
- 10:00 – 10:30 am  Book Signing/Break
- 10:30 – 11:45 am  Concurrent Sessions A
- 11:45 am – 1:30 pm  Exhibit Hall and Lunch
- 1:30 – 2:45 pm  Concurrent Sessions B
- 2:45 – 3:15 pm  Break
- 3:15 – 4:30 pm  Concurrent Sessions C
- 4:30 – 5:30 pm  Exhibit Hall and Reception

**Tuesday, March 6**
- 6:45 – 7:30 am  NBOA Get Fit
- 7:00 am – 5:00 pm  Registration
- 7:00 – 8:30 am  Breakfast
- 8:00 – 11:45 am  School Tours
- 8:45 – 10:00 am  Concurrent Sessions D
- 10:00 – 10:30 am  Break
- 10:30 – 11:45 am  Concurrent Sessions E
- Noon – 2:00 pm  NBOA Leadership Awards Lunch  
  Guest Speaker: Diana Nyad
- 2:00 – 2:30 pm  Book Signing
- 2:30 – 3:30 pm  Concurrent Sessions F: Affinity Partner Showcase
- 3:30 – 3:45 pm  Break
- 3:45 – 5:15 pm  Deep Dives  
  Free Evening; Dinner on Your Own

**Wednesday, March 7**
- 7:30 – 10:00 am  Business Officer Breakfast and Guest Speaker: Yong Zhao, PhD
- 7:30 – 8:30 am  Breakfast
- 8:45 – 10:00 am  Concurrent Sessions G
- 10:00 – 10:30 am  Break
- 10:30 – 11:45 am  Goldmines
Josh Linkner

As an entrepreneur, venture capitalist, author and keynote speaker, Josh Linkner has spent his career harnessing the spirit of creative disruption. On a mission to drive creativity, innovation and renovation, Linkner’s call to action is clear: It’s better to innovate and disrupt your organization before your competition does. He warns that the riskiest move companies can make is to hug the status quo; believing the future will be like the past is the fast road to obsolescence.

Linkner has been the founder and CEO of four tech companies, which sold for a combined value of more than $200 million. One of those companies was ePrize, an interactive promotion agency that provides digital marketing services for 74 of the top 100 brands. He has been involved in the launch and growth of more than 100 businesses and raised more than $150 million of venture capital. He also is a founding partner of Detroit Venture Partners, where he oversees a $60-million venture fund, investing in tech startups to help revitalize his hometown.

Linkner is the author of two New York Times best sellers, Disciplined Dreaming: A Proven System to Drive Breakthrough Creativity, and The Road to Reinvention: How to Drive Disruption and Accelerate Transformation. He has twice been named the Ernst & Young Entrepreneur of the Year and is a recipient of President Barack Obama’s White House Champion of Change award. He is a regular columnist for Forbes, the Detroit Free Press and Inc. magazine and his works have been featured in numerous publications, including The Wall Street Journal and the Harvard Business Review.

A top-ranked speaker, Linkner delivers powerful, inspiring and practical keynotes and workshops. He also is a professional-level jazz guitarist, and often injects live musical performances into his keynote presentations.

Diana Nyad

At the age of 64, in her fifth and final attempt, Diana Nyad fulfilled her lifelong dream of swimming from Cuba to Florida. Along with this personal triumph, she also set a world record for being the first to swim the 110-mile trek without a shark cage. Upon finishing her grueling 53-hour journey, Nyad said, “I have three messages. One is we should never, ever give up. Two is you are never too old to chase your dreams. And three is it looks like a solitary sport, but it takes a team.”

Nyad began her “Xtreme Dream” quest from Cuba to Florida in July 2010, at the age of 60, to again attempt the feat she had tried but failed to achieve 30 years previously. When asked her motivation, she replied, “Because I’d like to prove to the other 60-year-olds that it is never too late to start your dreams.” Nyad was unsuccessful in her 2010 attempt, and tried two more times, in 2011 and 2012 before completing the historic swim in 2013.

In the 1970s, Nyad was the greatest long-distance swimmer in the world. Her world records, including circling Manhattan Island and crossing the 102.5 miles between the Bahamas and Florida, resulted in inductions to many Halls of Fame such as the International Women’s Sports Hall of Fame. She also was a sports broadcaster, filing reports for NPR, ABC’s Wide World of Sports, Fox Sports and The New York Times.

Nyad has written three books and is a passionate and entertaining public speaker. In her 2015 memoir, Find a Way, Nyad tells the story of her historic adventure and the extraordinary life experiences that have served to carve her unwavering spirit. She also recently debuted her one-woman show, Onward! The Diana Nyad Story, in Los Angeles and Key West.
Deep Dive Sessions

**Ask an Attorney**
Moderated by Grace Lee, Vice President, Legal Affairs, NBOA
Panelists include Michael Blacher, Partner, Liebert Cassidy Whitmore, and Caryn Pass, Attorney, Venable

A panel of independent school legal experts moderated by Grace Lee will present brief updates on current hot legal topics and you get to ask the questions. Each expert will cover a specific area of law, from student issues, including claims of abuse, to enrollment contracts and human resource and benefit issues. Participants will be given ample opportunity to ask questions and engage in thoughtful, in-depth discussions about today’s pressing legal issues affecting the independent school community.

**Healthcare Town Hall: Where Are We Now?**
Moderated by Jeffrey Shields, President and CEO, NBOA

Bring your questions to this open town hall where a panel representing diverse perspectives on healthcare benefits for faculty and staff at independent schools will discuss how independent school business officers should be planning and managing one of the largest and most unpredictable line items in their annual operating budgets. Moderated by Jeff Shields, panelists include Affordable Care Act expert and attorney Jennifer Berman, as well as practitioner and NBOA board member Jill Duncan, CFO of New Hampton School. This deep dive will explore the future of ACA and employee responsibility, experiences esteemed colleagues have had with self-insurance and consortiums, and more.

**Leading Schools to Success: Constructing and Sustaining High-Performing Learning Cultures**
Patrick Schuermann, Research Professor and Director, Independent School Leadership Master’s Program, Vanderbilt University

The key to an independent school delivering upon its mission is the ability of its leaders to construct and continually nurture a culture of sustained high performance. A true leader needs to have not only a vision of the desired culture, but the skills and core components necessary to make that vision a reality. Renowned independent school innovator Patrick Schuermann will offer insights into the practice-based approach, grounded in research and theory, that he and co-author James Guthrie explored in their book about achieving and maintaining an atmosphere of success in schools through effective leadership. Topics to be explored include the personnel policies highly effective schools pursue, upon what incentives and support structures they rely, what best defines a modern independent school, whether and how school leaders from high-performing schools may replicate that success at other schools, and what day-to-day actions leaders should take to enhance school culture and improve student performance.

**Level III Benchmarking: Using Comparative Benchmarking to Create Your School’s Roadmap to Enhanced Sustainability**
Dr. Harry Bloom, Senior Vice President, Client Solutions, Measuring Success

Independent schools spend a great deal of time and effort collecting and analyzing information, including comparative operational and financial information, but, in many cases they are not achieving as high a return on their information investment as they might. Session participants will learn via tutorial, school case studies and interactive discussions how to proactively utilize “Level III” comparative benchmarking to identify opportunities to create a multi-year roadmap to increased revenues, reduced expenses and increased asset utilization.
Business Officer Breakfast

Join your business officer colleagues for this special invitation-only event Wednesday, March 7, for the prime contact from each member school to get up-to-date on NBOA. Presenters will include Jeff Shields, NBOA president and CEO, Tracey Fudge, NBOA board chair, and guest speaker Yong Zhao, PhD.

One representative per school is invited to attend.

Yong Zhao, PhD

Yong Zhao is a Foundation Distinguished Professor in the School of Education at the University of Kansas. He is also a professorial fellow at the Mitchell Institute for Health and Education Policy, Victoria University in Australia, as well as a Global Chair at the University of Bath, UK. Zhao previously served as the Presidential Chair and Director of the Institute for Global and Online Education in the College of Education, University of Oregon, where he was also a Professor in the Department of Educational Measurement, Policy, and Leadership. Prior to joining Oregon, Zhao was University Distinguished Professor at the College of Education, Michigan State University, where he also served as the founding director of the Center for Teaching and Technology, and executive director of the Confucius Institute and the US-China Center for Research on Educational Excellence.

Zhao’s works focus on the implications of globalization and technology on education. He has published over 100 articles and 30 books, including Counting What Counts: Reframing Education Outcomes (2016), Never Send a Human to Do a Machine’s Job: Correcting Top 5 Ed Tech Mistakes (2015), Who’s Afraid of the Big Bad Dragon: Why China has the Best (and Worst) Education System in the World (2014), Catching Up or Leading the Way: American Education in the Age of Globalization (2009) and World Class Learners: Educating Creative and Entrepreneurial Students (2012).

Zhao has received numerous awards including the Early Career Award from the American Educational Research Association, Outstanding Public Educator from Horace Mann League of USA, and Distinguished Achievement Award in Professional Development from the Association of Education Publishers. He is an elected fellow of the International Academy for Education and is recognized as an influential education scholar.

““The NBOA Annual Meeting was an excellent opportunity to learn and network. As a first-time business officer, I cannot express how helpful and insightful the conference was. I was extremely impressed at the number of sessions and topics there were to choose from.”

Jon Achee
Director of Finance
St. John’s Episcopal School
Rancho Santa Margarita, CA
School Tours

Five local independent schools will open their doors on Tuesday morning, March 6, for a tour of their campuses. Learn about these schools’ innovative approaches to sustainability, facilities design and community relationships.

- Ensworth School
- Father Ryan High School
- Harpeth Hall School
- Montgomery Bell Academy
- University School of Nashville
Special Events

Fun Run/Walk 2017

NBOA Get Fit
Join your fellow attendees and NBOA staff Tuesday morning, March 6, for an invigorating one-mile run or walk around the Gaylord Opryland Resort. Enjoy the brisk weather, stay in shape and get re-energized before starting the day's programming. Or, get on your mat and have a 45-minute yoga practice.

NBOA Gives Back
NBOA has partnered with W.O. Smith Music School which has introduced the world of music to thousands of deserving children in Nashville since 1984. The school makes affordable, quality music instruction available to children from low-income families.

Since 1984, W.O. Smith Music School has introduced the world of music to thousands of deserving children (aged 7-18) living in the Metropolitan Nashville area. W.O. Smith Music School makes affordable, quality music instruction available to children from low-income families.

Classes and lessons are fifty cents each! Students are provided with an instrument of their choosing, a volunteer teaching artist, and any necessary musical materials for their studies. Volunteer teaching artists are community members, local performers, studio artists, and university students with a passion for sharing their musical gifts.

Sponsors

blackbaud
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FACTS
George K. Baum & Company
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ISG
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Schooldtude
TIAA
SunTrust
VALIC
www.NBOAannualmeeting.org
How to Measure the Business of Independent Schools
The independent school is a unique business model that mingles management elements of nonprofit organizations, government agencies and service-centric businesses. This provides an interesting mix of metrics that can be used to evaluate performance from a nonprogram perspective. While the education of students is paramount, it cannot be sustained without highly functioning development, admissions, communications and business offices. Explore ways to define and measure performance metrics for the non-instructional functions of your school so that you can better assess effectiveness and develop continuous improvement plans.

How to Win Students and Influence Parents
What motivates a family to apply to your school? Given the myriad challenges facing enrollment leaders in today’s competitive market, it is vital that the admission process be as accessible and family-friendly as possible. To that end, The Enrollment Management Association surveyed thousands of parents following the 2016-2017 application season about their experiences. Discuss the survey results and determine how they can help to improve your school’s enrollment process.

Human Resources: Getting a Seat at the Table
Examine the strategic, compliance, risk management and legal benefits of elevating human resources into a leadership position. Discuss your ideas and questions with the panel: a head of school, chief financial officer and human resources administrator.

“The NBOA Annual Meeting was one of the most valuable conferences I have attended in some time. It was definitely time well spent. I learned a lot and feel better prepared to be proactive in my position.”
Dena Kaplan
Assistant Director of Operations
Westside Neighborhood School
Los Angeles, CA
Data Metrics in Financial Planning: Enhancing Affordability, Value and Quality

Hear lessons learned from one school’s successful long-term financial-planning process. Explore how five project teams, comprised of school professionals and board experts, conducted an exhaustive assessment of every potential source of incremental revenue and expense reduction. Discuss how they defined a pathway to continued educational excellence while moderating tuition increases by $1,200 to $1,500 per student over the planning period. Find out how to apply this approach to your school’s financial-planning process.

Small (and Large) Construction Projects that Drive Enrollment

When independent school leaders make the strategic commitment to build or renovate facilities, the decision process is surrounded by numerous financial and educational questions. How do you balance project size, investment and impact? How do you get from planning to move-in without breaking the bank? Does the project improve your school’s public presence? Learn which projects provide the best value for enrollment, student retention and long-term flexibility. Find answers to these questions and outline strategies to successfully navigate the process.

Information Security, Compliance and Coverage for Independent Schools

In recent years there has been an explosive growth in the amount of data created, transmitted and stored. Many federal and state laws impose obligations regarding the storage and transmission of personal data. Discover the dangers data storage can pose for independent schools and review laws governing privacy and data security. Examine the steps to mitigate risks and understand how to best respond in the event of a data-security breach.

Affordability: Making Independent Schools Accessible to Middle-Class Families

Traditional financial aid models are designed to create economic diversity in independent schools, but are limited in scope to low-income families. The result is a “barbell” effect that shuts out the middle class. Upper-middle and middle-income families are less likely to receive adequate financial aid and so are less likely to invest in private-school tuition. Explore various tuition models designed with the middle class in mind.

“From start to finish, I found the conference to be professional, very well-organized, welcoming and relevant to the needs of our school. I was provided with information that reaffirmed what our school is doing right, as well as areas in which we can improve. The presenters were engaging and idea-inspiring. As a first time attendee, I was very impressed and hope to attend another conference in the future.”

Lynda Lammerding
Finance Assistant
St. Francis of Assisi Elementary School
Sacramento, CA
Using NBOA’s Long-Range Financial Model
The NBOA Long-Range Financial Model is an easy-to-use, customized 10-year budget model, created as an Excel spreadsheet. The model generates charts and graphs that easily can be dropped into dashboards or other presentations. It also creates 10-year forecasts for tuition, enrollment, FTEs, plant replacement and more. Review the workings of this model and examine ways to incorporate aspects of it into your financial presentations.

Delivering the Numbers to Your School’s Diverse Constituencies
Financial reports and key performance indicators (KPIs) inform your constituents about the performance and disposition of your school. These resources influence key decisions made by faculty, administration, parents, donors and board members. Business officers must effectively communicate financial data to these diverse stakeholders, many of whom may not have extensive experience with financial/accounting matters. Explore best practices in identifying and presenting meaningful financial reports and KPIs.

Campus Master Planning: One Approach with Countless Possibilities
While facilities are a campus’ largest asset, often it is difficult to identify, monitor and track facility requirements. Find out how to make the most of your school’s facilities.

Leadership Lessons from the Fields of Gettysburg
Participate in this engaging leadership-development program that draws parallels between battle strategies and critical leadership traits. The Battle of Gettysburg will be used to show that new technology has rendered conventional war strategies obsolete, just as a difficult economic climate has tempered the effectiveness of independent schools’ traditional recruitment, retention and fund-raising efforts.

“I really enjoy attending the NBOA Annual Meetings because I can gain insights on how to do my job better from experts, catch up with my peers and learn tricks of the trade from them. I love listening to and applying concepts from the creative and inspiring keynote speakers and enjoy learning about the latest products from the business partners.”

Allison Ratzman
Assistant Business Manager
Princeton Academy of the Sacred Heart
Princeton, NJ
What Keeps You Up at Night? INDEX School Data Trends
In the spring of 2017, the administrators of INDEX-member schools were asked to list the three issues that “kept them up at night.” Using these concerns as a starting point, examine key trends in independent school data, including financial sustainability, enrollment, fund raising and personnel issues, as well as staying relevant and competitive. Discuss these key trends and their implications for your school.

Day-to-Day Tax Complexities: Are You Prepared?
Address the various tax issues frequently encountered by independent school leaders. Discuss unrelated business income, compensation and fringe benefits, governance, state and local compliance, corporate sponsorships and advertising, fraud and more. Review internal and external perspectives while guiding the direction of the presentation.

Conflict Management: The Good, the Bad and the Ugly
Conflict is important in the independent school environment. Differences allow school leaders and educators to consider a multitude of approaches as they plan strategically for the future and navigate the daily life of their educational communities. However, these differences can give rise to conflict, and without proper management countless hours and resources can be expended on counterproductive objectives. Examine the potential causes of conflict and discover strategies to open lines of communication and strengthen relationships. Engage in group discussions on practices that can support effective conflict management within your school.

Plagiarized: The 10 Best Tips Stolen from Past NBOA Conferences
Learn a myriad of tips, strategies, implementation methods, processes and procedures that cover an array of subjects and capacities. Review some of the most popular topics discussed at recent NBOA conferences. Find out how school leaders successfully implemented ideas and strategies from these past sessions and the resulting impact on their operations.

Designing a Strategic Auxiliary-Programs Plan
Are you interested in elevating the performance of your school’s auxiliary programs? Discover a framework to identify school assets, define strategic goals and develop a coherent auxiliary-programs plan that maximizes your school’s potential. With a focused plan in place, you will be able to implement programs that positively influence admissions, create efficiencies in auxiliary services and increase nontuition revenue to support your school’s mission. Get the tools you need to turn your auxiliary programs into essential assets.

Developing a Wellness Boot Camp for Your Administrators
Wellness programs promote the overall wellbeing of employees and create a culture of health while facilitating a strong sense of community. A successful wellness program should be designed to also benefit the employer. Several elements of wellbeing can be included in any program, including physical, emotional, spiritual, social and financial. Examine various wellness programs and discuss the challenges, successes and failures. Gain insight on how to create a wellness program at your school.
Predictive Analytics for Schools: Technology Efficacy and Impact

In the past year, members of the Association of Technology Leaders in Independent Schools designed and implemented an assessment to analyze the impact and efficacy of the management of technology programs from a whole school perspective. They applied augmented intelligence via a digital decision-making platform and were able to identify the key factors to success in schools with high scores (program highly aligned with mission). Learn top takeaways in the areas of academic impact, school operations and data security.

The Unusual Complications in Managing FMLA/ADA and Workers’ Compensation

Abiding by FMLA/ADA and workers’ compensation rules has become more complex over the years. Not only have medical conditions become more complicated, but school administrators often have difficulty understanding, documenting and following up on FMLA leave. Having to navigate such convolutions as adjusting leave pay for a 10-month employee further hinders adherence. Questions abound regarding a school’s obligations: How long must the school keep open positions for employees on leave? At what point can they be replaced? Should the school issue a contract without knowing if the employee will return? Address these and other questions in an interactive presentation involving case studies and court decisions.

Grading Independent Schools: Where Does Your School Stand?

Financial officers—along with the board and executive leadership teams—constantly want to know how their school is performing, not only against their own financial goals but also in comparison to similar schools. Get an in-depth look at how schools are assessed against their peers, examine a matrix of financial ratios and review summary information on internal and external benchmarks. Hear from two independent school CFOs about how they measure their relative financial health.
Exhibit Hall (as of September 21, 2017)

Check out the latest products and discuss the newest services for independent schools at the NBOA Exhibit Hall on Monday, March 5, from 7 am to 5:30 pm. Connect with company representatives during breakfast, lunch, at breaks and throughout the evening reception.

Companies participating in the 2018 NBOA Annual Meeting Exhibit Hall

501(c) Agencies Trust
A.W.G. Dewar, Inc.
Adams Book Company, Inc.
AHT Insurance
Armanino LLP
Arthur J. Gallagher & Co. Austin & Co., Inc.
BCM Retirement Solutions
Blackbaud, Inc.
Blackboard Transact, Inc.
Bolton & Company
Boost Promotional Branding
Boutwell Fay LLP
Brock and Company, Inc.
Building Solutions
Campbrain
Carney, Sandoe & Associates
Carroll Consultants
CheckWriters
CJ Maintenance, Inc
Clifford Allen Associates, Ltd.
CliftonLarsonAllen
CohnReznick LLP
Commonfund
COMPASS Cyber Security
ConnectOne Bank
CulinArt Group
Diamond Mind
Educator’s Ally
Elor North America
Exeter Table Company
FACTS Management Company
Fiduciary Investment Advisors
First Republic Bank
Fisher & Phillips LLP
Flik Independent School Dining
Follett Virtual Campus
Fund Evaluation Group, Inc.
George K. Baum & Company
Heartland School Solutions
Helbling & Associates, Inc.
Horace Mann Companies
Hord Coplan Macht
Hub International LLC
Independent School Management (ISM)
inRESONANCE
Janney Montgomery Scott LLC
JCK Architecture
Liebert Cassidy Whitmore
Magnus Health
MBS Service Company
Metz Culinary Management
Mills Uniform Company
New Pinnacle Consulting Group, LLC
NFP
NK Architects
Odin, Inc.
Orion Investment Advisors
Paymerang, LLC
PCR Educator
Pedestal Foods
PFM Asset Management LLC
Philadelphia Insurance Companies
Praesidium, Inc.
PurchasingPoint
Rediker Software, Inc.
RenWeb School Management Software
RSM US LLP
SAGE Dining Services
School and Student Services (SSS)
SchoolDoc.com
SchoolDude
Senior Systems, Inc.
Signature Bank
Sodexo
SSC Services for Education
Stanmar, Inc.
Stifel Nicolaus
SunTrust Bank
TADS
The S/L/A/M Collaborative, Inc.
The Stone House Group
The Whalen Berez Group, LLC
The Whiting-Turner Contracting Company
TIAA
United Educators (UE)
USI Consulting Group
VALIC
Vanguard
Venable LLP
Veracross
Voith & Mactavish Architects LLP
Votacall, Inc.
Voya Financial
Well and Good LLC
Windover Construction
Wipfli, LLP
Wye River Group, Incorporated
Registration Information

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Registration Categories

**Full Registration:**
Includes continental breakfasts, lunches, breaks, educational sessions, Sunday night Opening Reception and Monday night Exhibit Hall Reception. Each registered attendee must have a valid email address.

**Single-Day Registration**
Applies to Monday, Tuesday or Wednesday only (attendees may purchase only one, single-day registration). Registration includes access to one day of educational sessions and food during breakfast, lunch and breaks. If you are registering for Monday, you will be entitled to attend the Sunday night Opening Reception at the hotel.

**Guests**
The only NBOA event that guests may attend is the Sunday night Opening Reception, March 4, from 6:00 – 8:00 pm Guest tickets will be available for $50 per guest, payable by credit card only. Guest tickets can be purchased only at the Opening Reception and cannot be prepaid.

Refund Policy
Participants canceling their registration in writing before January 26, 2018 will receive a refund for any fees paid, less an administrative processing fee of $100. Registrants canceling after January 26, 2018 will forfeit all fees paid in their entirety to cover expenses incurred by NBOA. NBOA will not refund individual registration and exhibitor fees for attendee no-shows or cancellation due to illness, travel, work, family, inclement weather, emergency situations, or any other reason outside NBOA control. No refunds shall be made for travel expenses related to the conference. Attendees who purchase non-refundable airline tickets do so at their own risk.

Exhibitors: Please refer to the Exhibitor Agreement for the refund policy on exhibit fees.

Program Cancellation
If NBOA must cancel the Annual Meeting in its entirety due to circumstances beyond the reasonable control of NBOA (including, but not limited to, acts of God, war, terrorism, failure of transportation, weather, accidents, fires, electrical failures, strikes, labor disputes, postal delays, explosions, and government orders or regulations), NBOA will notify all pre-registered participants, and the cancellation will be posted on the NBOA website. Pre-registered participants will receive a full refund of any deposit or program fees.

Registration Questions
For questions concerning registration, please contact Jennifer Fallon, director, programs and events, at jennifer.fallon@nboa.org, or call 202-407-7145.

To register, go to www.NBOAannualmeeting.org
Hotel Information

Conference Hotel
Gaylord Opryland Resort & Convention Center
2800 Opryland Drive
Nashville, TN 37214
615-889-1000

NBOA Room Rate:
$229 (rate includes free WiFi in guest rooms)
The room rate will be in effect from March 1-10, 2018
(subject to availability).

Mention NBOA and receive the guaranteed rate until February 7, 2018, pending availability.

To register and/or make hotel reservations, please go to: www.NBOAannualmeeting.org

Unless otherwise noted, all sessions and events will take place at the Gaylord Opryland Resort.

See you in Nashville!