



2026 June Heads Meeting

Sunday, June 7 to Tuesday, June 8
Historic Hilton, Santa Fe, NM

June 7

Sunday, June 7 | 7:00 a.m.

Optional golf at La Campanas (by prior reservation)
Transportation and fees are not covered by ISAS.

Sunday, June 7 | 9:00 a.m.– 2:00 p.m.

Chapel ISAS Standards Committee Meeting (lunch included)

Sunday, June 7 | 2:30 – 4:30 p.m.

Chapel ISAS Board of Directors Meeting

Sunday, June 7 | 5:00 – 6:00 p.m.

Canyon Ballroom Opening Reception: All Heads and guests are invited for networking, light refreshments, and drinks. Reception graciously sponsored by

Dovetailed

Sunday, June 7 | 6:00 p.m.

Dinner and Evening on Your Own in Santa Fe



June 8

Monday, June 8 | 7:30 – 8:30 a.m.

Canyon
Ballroom
Breakfast Buffet (spouses welcome)

Monday, June 8 | 8:30 – 11:45 a.m.

Leading in a Complex and Turbulent Time

Mesa A&B
As Heads of School, you are constantly navigating sticky situations. As Jerome Murphy noted, “real-life educational leadership is more like navigating a swamp.” In this one-day workshop, Sheila Dubin and Ari Betof will help you bridge the gap between ordered solutions and the complex reality of school leadership. They will look at ways to stay connected to your mission, think about emergent practice, identify misalignment, and find steps to success rather than quick fixes. This interactive session will give you time to think about your challenges and how to work through them with tools you can use going forward.

Ari Betof, Co-Founder and Partner, Mission & Data

Sheila Dubin, Executive Coach and Consultant, Cultivating Leadership

Monday, June 8 | 11:30 a.m. – 12:30 p.m.

Pecos
Lunch for Spouses/Partners: all are welcome to get food from the buffet and meet with fellow spouses/partners to network.

Monday, June 8 | 11:45 a.m. – 12:45 p.m.

Canyon
Ballroom
Lunch Buffet for Heads of School graciously sponsored by



Monday, June 8 | 12:45 – 2:45 p.m.

Leading in a Complex and Turbulent Time (con't)

Mesa A&B

Ari Betof, Co-Founder and Partner, Mission & Data

Sheila Dubin, Executive Coach and Consultant, Cultivating Leadership



Monday, June 8 | 2:45 – 3:15 p.m.

Chair and Vice Chair Meeting for 2025-26 Accreditation Visits

Chapel

Chair and Vice Chair Meeting for 2026-2027 Accreditation Visits.

Participants: Matt Burgy, Michelle Barton, Greg Chalfin, Mark Desjardins, Whitney Drennan, Hillary Feerick-Hillenbrand, Sam Fragomeni, Mike Jenkins, Laura Leathers, Emily Lund, Leanne Messer, Jenn Milam, Len Miller, Stephen Popp, Ruth Ann Regens, Matt Rush, Morgan Scoville, Kristy Zachary

Monday, June 8 | 2:45 p.m.

Afternoon and evening on your own in Santa Fe

June 9

Tuesday, June 9 | 7:30 – 8:30 a.m.

Canyon
Ballroom

Breakfast Buffet (spouses welcome)

Tuesday, June 9 | 8:30 – 9:30 a.m.

Classroom Discussion and the Challenges of Political Polarization

Mesa A&B

Healthy democracies thrive on constructive disagreement: people deliberating with one another and making decisions together amid ongoing differences. Extreme political polarization undermines our confidence in talking to the people we differ with and working things out with them. When citizens lose faith in persuasion, they can turn to undemocratic ways of achieving their goals, including force and support for autocratic leaders who promise to protect them. In *How Books Can Save Democracy* I argue that reading, writing, and discussing works of literature can help restore the trust in dialogue that polarization has strained. In this session I look more closely at how the classroom can be a place where students and faculty experience the respectful disagreement democracies depend on.

Michael R. Fischer, PhD, Trinity University

Tuesday, June 9 | 9:30 – 9:45 a.m.

Break



Tuesday, June 9 | 9:45 – 10:30 a.m.

Hear from your Peers

Mesa A&B During this session, questions will be posed to the room for the group to answer. This is a great way to ask questions that you need answered by your peer experts, and to vet ideas for the summer and coming school year. To submit your questions, [click here](#).

Tuesday, June 9 | 10:30 – 11:30 a.m.

Mesa A&B Heads Membership Meeting (attendance required)

Tuesday, June 9 | 11:30 a.m.

Adjournment and Travel Home



Speakers

Ari Betof

Ari Betof, EdD, MBA is co-founder and partner at Mission & Data and a leading expert on independent school financial sustainability and organizational stewardship. A sought-after keynote speaker and advisor, Ari has worked with over 100 independent schools and membership associations across the country and around the world as a strategy consultant. He was the lead author of Enrollment Management Association's 2025 flagship report, *An Independent School Education: Family Perceptions of Value and Affordability* as well as co-creator of the 2020 webinar *Independent Schools on the Brink* hosted by 33 membership associations and attended by nearly 2,000 trustees, heads of school, and leadership team members. Ari has made significant contributions to the field through influential research, book chapters, articles, interviews, and as co-host of EMA's *Impossible Questions Podcast*. Ari works at the intersection of theory and practice, drawing on his extensive leadership experience in roles including as a trustee, head of school, chief advancement officer, director of enrollment management, director of strategic planning, and faculty member. He has taught in University of Pennsylvania's PennGSE Mid-Career Doctoral Program and Master's Program in Educational Leadership, served on the faculty of the NAIS School Leadership Institute, and mentored emerging leaders through Harvard University's School Leadership Program. Ari earned his doctorate with distinction from the University of Pennsylvania, where his research focused on the financial and organizational sustainability of independent schools. He also holds a MBA with distinction from Cornell University's Johnson Graduate School of Management, where he was named a Poets and Quants Best & Brightest EMBA, and undergraduate degrees from the Guilford College Honors Program in physics and mathematics. Ari continues to be a Cornell Johnson Executive MBA mentor and a mentor in Cornell's Smith Family Business Initiative.



Sheila Dubin

Sheila brings over 30 years as a trusted advisor to senior leaders through experience in top tier and boutique management consulting firms, as a start-up co-founder and a mother, along with a Harvard MBA. 10 years ago she took the leap to follow her passion into executive coaching and leadership advisory, focusing on individual and collective leadership effectiveness. One of Sheila's proud career moments was joining Cultivating Leadership. Sheila's clients include Fortune 1,000 companies, venture backed start-ups and mission driven organizations in industries including technology, semiconductors, pharmaceuticals, healthcare, oil and gas, financial services and more.

When Sheila is not advising leaders, you can find her in an art museum, collaging, hanging out with her three teenage daughters, hiking or cooking. She also practices meditation and is deeply exploring energy work and somatics. Sheila lives in Austin and dreams of living in a castle in the countryside of France.

Michael R. Fischer

Michael Fischer is the Janet S. Dicke Professor in Public Humanities at Trinity University and the author of *How Books Can Save Democracy* (2025), among other publications. From 2000-2016, he served in a variety of administrative positions at Trinity, including Vice President for Academic and Student Affairs and Interim President. He is working on a book applying the principles of mediation to current educational and political issues.