



## **Tap Dancing on Marbles: Key Concepts, Indicators & Strategies to Move from Viability to Financial & Organizational Sustainability**

**Date and Time:** Wednesday, February 11, 2026 from 11:00 a.m. to 12:15p.m. MDT via Zoom

**Cost:** Free for ACIS members

**Audience:** Trustees, Heads and CFO's

**Register:** <https://www.acischools.org/2026-acis-mission-data-webinar-part-2>

A zoom link will be emailed to registrants the day before.

### **Description:**

Addressing issues of independent school financial health can feel like tap dancing on marbles.

**Designed specifically for trustees and board leaders—though all school leaders are welcome—this session** offers an insightful journey at the intersection of theory and practice, moving from viability, through stability, toward long-term financial and organizational sustainability. Join Ari Betof (Co-Founder and Partner of Mission and Data), Sadie Albertyn (Mission & Data's Senior Organizational Effectiveness Strategist), and Alan Smiley as they explore core concepts, key indicators, common pitfalls, and actionable strategies. Hear what has worked and what hasn't for schools around the country. There will also be opportunities for Q and A live and/or anonymously submitted in advance.

**NOTE:** Schools wishing to submit questions and/or topics for discussion anonymously and in advance should email those items to Alan Smiley at [asmiley@acischools.org](mailto:asmiley@acischools.org) by Friday, February 6, 2026.



**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. He has made significant contributions to the field through influential research, book chapters, articles, interviews, and podcasts. Ari has served as 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 and Cornell University's Executive MBA Mentor Program.



**Sadie Albertyn** is Mission & Data's Senior Organizational Effectiveness Strategist, combining her expertise in finance, education leadership, and student-centered program design. Before moving into independent schools, Sadie worked as an Associate Client Advisor at Bridgewater Associates, the world's largest institutional hedge fund. Sadie helped explain the firm's complex portfolio strategies to employee-elected investment committees for municipal and state-level retirement systems. Wanting to return to the classroom, Sadie shifted to independent schools gaining over 15 years of experience as a teacher, department chair, dean, and division head. She has experience in both day and boarding schools within the U.S. and abroad. Sadie now uses her finance and leadership background to support schools in operationalizing strategic initiatives. Sadie also serves on the Board of Trustees for a K-8 school for students with language-based learning differences. She holds a bachelor's degree in economics from Barnard College and a master's degree in economics from the University of Massachusetts.