

Timothy M. Horner, MBA

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INDEPENDENT SCHOOL LEADERSHIP

University Lake School • Hartland, WI • 1989 to present

Co-ed, Independent School serving students from three-years old through 12th grade with 250 students.

Universitylake.org

Interim Head of School

2019 - present

Strategic Planning

- Co-Chaired the five-year school plan, connected to a concurrent and supportive plan for the Board of Trustees
- Implemented initiatives key to the success of the plan during the planning timeframe
- Identified and created consensus to elevate five transformational initiatives as signature programs to enhance the student experience and differentiate the academic program
- Led Year 1 Initiatives despite the additional work and inefficiencies created by the pandemic
- Created a feedback process in which 85% of faculty surveyed reported a positive experience as a member of an Initiative Team in Year 1
- Supported the newly created Risk Committee and the restored Building, Grounds & Infrastructure Committee

Diversity, Equity & Inclusion

- Created a task force to support faculty and students
- Created a Board Committee to recommend Board policies
- Created an audit of literary works to recommend the addition of non-western and other culturally diverse literature

Curriculum and Learning

- Aligned hiring process with the School Strategic Plan
- Created a consistent, school-wide art pedagogy and aligned with the hiring of new Faculty
- Restructured Leadership and Counseling Curriculum and academic day schedule to support Faculty and Student goals
- Identified and addressed faculty shortfall created by Pandemic daily absences and workload
- Restructured the Student Services Committee process and meeting protocol

Enrollment Management

- Exceeded COVID enrollment predictions by 9%
- Implemented new enrollment software to improve customer experience
- Revised Financial Aid process to improve net tuition
- Expanded partnership with Wisconsin International Academy (WIA) to increase international enrollments in support of the Strategic Plan

Marketing & Communications

- Supported a strategic marketing plan and rebranding aligned with key attributes identified in the Soaring Beyond Brilliance Strategic Plan
- Identified and partnered with an Independent School expert to create and promote brand identity aligned with the Strategic Plan

Institutional Advancement

- Increased Fiscal Year 20-21 gift total by greater than 70% year over year
- Increased Endowment value by 145% since 2012

Personnel Leadership

- Created ongoing employee appreciation program
- Expanded the behavior assessment tool to faculty and coaches to align candidates with the school culture
- Began a multi-year process to revise Professional Growth and Review goals and outcomes
- Implemented revised onboarding process for new employees

Finance

- Right sized the organizational chart to pandemic enrollment, with the most significant reductions occurring in administrative & staff positions
- Collaborated with CFO to recommend a Board dashboard financial/operational report
- Proposed and implemented strategies to address the tuition sensitivity of families
- Designed sustainable funding plans for new programs and initiatives to create long-term viability

Associate Head of School

2012 - 2014

Head of Administration/Chief Operating Officer

2015 - 2019

Responsible for leading the school in a partnership with the Head of School, reporting to the Board of Trustees. Direct responsibility for Enrollment Management, Marketing & Communications, Institutional Advancement, Finance & Endowment, Physical Plant, Human Resources.

Enrollment Management

Created a strategy to grow enrollment in all divisions

- Reversed trend of declining enrollment by increased enrollment of 18%
- Decreased attrition rates by 2% on average
- Increased new student enrollments by ten students on average
- Created partnership with Wisconsin International Academy and then expanded the program to the Middle School
- Restructured enrollment job obligations to improve focus and results
- Created Welcome Centers to enhance the visitor experience
- Reopened a shuttered building to support student outcomes and increase enrollment, resulting in enrollment increase of 11% for the impacted division

Marketing & Communications

Restructured the department in support of enrollment strategy

- Created separate marketing and communication plans
- Increased inquiries by 24% and improved the enrollment yield by 3%
- Implemented NAIS Parent Survey to provide data to guide decisions

Institutional Advancement

Created a donor centric and alumni outreach strategy, pivoting from a special event focus

- Increased participation of all constituent groups, resulting in total philanthropy increasing by 235%
- Fulfilled a \$500,000 Endowment match
- Doubled Endowment gifts over the seven-year period
- Established an alumni outreach program
- Updated Board of Trustees policies to reduce risk and support sustainability

Finance

Restructured the financial plan to support income growth while reducing significant, unsustainable annual deficits

- Grew revenue by 20% overall while overseeing expenditure growth of 8%
- Completed a mission-aligned project with WE Energies creating a net \$425,000 income

Diversity, Equity & Inclusion

- Replaced sixty-year tradition of team names from Green and White to Hawks and Eagles
- Supported the establishment of the SAFE (Students Actively Fostering Equality) Club
- Expanded financial aid, increasing socio-economic diversity

Personnel Leadership

- Restructured the administrative team, leading to improved results
- Implemented a collaborative leadership model through recruiting, appointing, and leading a highly effective Leadership Team
- Implemented the use of behavioral assessment to align candidates with School culture

Business Manager

1989 - 2013

Responsible for Finance, Endowment, Physical Plant, Human Resources

- Implemented asset management plan resulting in increased work focus while outsourcing three work areas, creating annual operating and capital expenditure reductions
- Supported a \$5 million building and campus expansion through the issuance and repayment of double tax-exempt public bonds while earning positive returns to the Endowment from the lead gift
- Oversaw a financial turn-around from four annual deficits to ten consecutive budget surpluses
- Rewrote the School by-laws and Board Policy Manual
- Created a new budgeting process providing faculty and staff input
- Served as staff liaison to three building projects totaling \$9 million

EDUCATION

Marquette University

Master In Business Administration, 1994

St. Norbert College

Business Administration, 1989

PROFESSIONAL EXPERIENCES

- Service on five ISACS Accreditation Visiting Teams
- Presenter at NAIS National Conference
- Presenter at ISACS Conference
- Leadership of or service to all Board of Trustees standing Committees
- Staff Liaison for the COVID Healthy Return Task Force & three Building Task Forces
- Leadership of 2019 ULS Accreditation & service on three ULS Accreditation Steering Committees

RELATED ACTIVITIES

- Coached 25+ seasons of varsity and middle school sports

