

Karol Fernando

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Nonprofit and Volunteer Management Executive

Strategic Planning & Direction | Team Leadership | Affiliate Operations & Performance | Program Quality & Effectiveness

National Volunteer Networks | Best Practices & Knowledge Sharing

Mission-Driven Nonprofit Management Executive with more than 19 years' experience directing volunteer and programming efforts for youth tutoring, school- and community-based literacy, and civic engagement organizations. Skilled in leading nationwide remote volunteer networks and local branches/affiliates to meet organizational and community goals. Collaborative team leader able to leverage resources across organization to build local capacity, ensure accountability and advance mission.

Core Competencies

- **Entrepreneurial, thoughtful leader** adept at working in fast-paced, high pressure, fluid environments.
- **Proven success managing multiple demands** and competing priorities.
- **Well-versed in volunteer management trends** such as online engagement and market segmentation.
- **Expert in innovative use of technology** to increase program outcomes and effectiveness.

Career Highlights

- **Grew volunteer chapter network** for First Chapter by 7% in 2013 and 10% in 2012.
- **Quadrupled volunteer referral rate** for TUTOR local affiliates in less than one year.
- **Implemented new online tracking/evaluation system** adopted by programs that supported 5,000 tutoring matches.

Professional Experience

FIRST CHAPTER, Washington, DC

2011-present

Nonprofit social enterprise distributing more than 100 million new books and educational resources to children in need in hundreds of communities throughout the United States and Canada.

Vice-President, Community Development

Lead strategic direction and oversee network of 1,500+ philanthropic volunteers in 107 communities to generate \$1.3 M in funding to distribute new books and educational resources for low-income children. Manage 4-6 person team responsible for managing volunteer-led advisory boards and ad hoc volunteers. Volunteer efforts include fundraising, raising awareness and advocating for resources to serve under resourced programs/classrooms. Key contributions:

- **Volunteer Model Infrastructure.** Revamped First Chapter's volunteer model to expand opportunities for long-term, short-term and episodic volunteer efforts, including community-based youth and family engagement opportunities. Grew volunteer chapter network by 7% in 2013 and 10% in 2012.
- **Affiliate Capacity.** Ensured the development of sustainable relationships with volunteer leadership and increased capacity of networks by developing resources and systems to assist staff in holding advisory boards accountable and establishing new chapters. Efforts led to a 20% annual increase in fundraising revenue for 45% of advisory board chapters, increasing the number of books distributed.
- **Fundraising Strategy.** Led and managed comprehensive fundraising strategies executed by volunteer base to include special events, corporate and foundation grants, direct mail appeals, crowd funding campaigns and cause-based marketing. Resulted in volunteer network raising more than \$1 million for the first time in organization's 20-year history, followed by subsequent increases the following two years.
- **Volunteer Outreach/Inaugural Event.** Spearheaded episodic volunteer event for 2013 National Day of Service, connected to President Obama's inaugural events and MLK Day of Service. Event included outreach to 28k volunteers with hundreds of volunteers assembling book packs for 7,500 DC children in need.
- **Program Fidelity.** Improved program efficacy and quality, and strengthened volunteer network relationships by implementing array of processes, resources and support. These include training, technical assistance, toolkits and reallocation of staff resources.

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TUTOR/NATIONAL TUTORING PARTNERSHIP, Alexandria, VA 2002-2011
Champion for youth tutoring in the U.S. that works closely with local and state-level tutoring partnerships and 5,000+ tutoring programs/volunteer centers, to serve 3 million+ children in all 50 states and the District of Columbia.

Vice President/Senior Director, Products and Online Service 2004-2011
Promoted to develop and implement online resources for local/ state partnerships and interested external organizations and individuals. Key contributions:

- **Local Program Quality & Operations.** Improved the effectiveness and operations of 558 local affiliates and 15 tutoring partners by overseeing the strategy, design and implementation of a \$1.5 million grant-funded online tracking and evaluation system.
- **Best Practices & Benchmarks.** Enhanced affiliate program adoption of best practices by producing a \$100,000 grant-funded 15-program webinar series on tutoring best practices and evidence-based benchmarks. More than 3,000 people attended, with 97% of survey respondents rating program content as very useful in improving their adoption of best practices.
- **Standards & Effective Practices.** Directed the development and dissemination of TUTOR's signature tool kit on effective tutoring practices, including 160+ customizable tools and resources for local programs and other interested organizations.
- **Pilot Workplace Program.** Advised and collaborated with local NY partnership and its sponsor to implement a pilot workplace-based tutoring program in the Bronx, NY, which later expanded to Bridgeport, CT.
- **After-School Programs.** Established an online clearinghouse with resources and tools for strengthening after-school programs interested in adding a tutoring component to programmatic efforts.

Manager, Agency Relations 2002-2004
Recruited to improve communications and provide resources and technical assistance to local affiliates and to form connections with external organizations interested in tutoring. Developed marketing materials. Represented TUTOR and promoted products and resources at conferences and events. Key contributions:

- **Volunteer Recruitment.** More than quadrupled referral rates for prospective tutors connecting with volunteer opportunities from 22% to 95% in less than one year by implementing a targeted communications and support strategy for local affiliates listed in a national toll-free hotline and web-based referral system.
- **Affiliate Engagement/Participation.** Revitalized and grew affiliate participation in online discussion forums and communities. In less than a year, increased number of best practice and hot topic forums from 1 to 12 and increased participation from 205 to more than 2,000.
- **Communication/Information.** Reached and informed a 20,000-member audience of affiliates and supporters about tutoring topics, trends and funding by developing, researching, writing and distributing an e-newsletter.

LEAGUE OF WOMEN VOTERS OF THE UNITED STATES, Washington, DC 1997-2002
Senior Manager, Chapter Relations 2001-2002
Manager, Chapter Relations 1999-2001
Assistant Manager, Organizational Development 1997-1999

Progressively responsible experience managing membership and chapter relations program for nonpartisan political organization, with Leagues in all 50 states, Washington, DC, and abroad. Supervised field office staff to develop chapters and assist struggling Leagues. Conducted training sessions nationwide and in Ethiopia on membership growth, leadership development, advocacy and strategic planning. Created and managed national awards program.

Education

Master's of Public Administration: Nonprofit Management concentration, George Mason University, Fairfax, VA
B.A., Political Science, State University of New York College at Oswego, Oswego, NY