

KARON K. MCFARLANE

CHIEF EXECUTIVE OFFICER

Non-profit executive with 15+ performance record in organizational leadership, strategic planning, stakeholder engagement, revenue growth, process improvement, and people-centered advocacy. Natural at fostering national collaborations, strategic alliances, and partnerships programs. Known for aligning strategic organizational priorities and leading teams in matrixed environments while partnering with other executives within the non-profit, state, and federal government sectors. Highly sought-after expert known for passion in social equity, strengthening processes, people, and profits while leading with empathy to ensure a “people first” philosophy.

KEY SKILLS

- Diversity, Equity, Inclusion, Justice, □ Talent management & staff □ Board governance & risk Accessibility (DEIJA) development management
- Operations & strategic planning □ Financial & budget management □ Policy & program development
- Business process improvement □ Organizational leadership □ Data analytics & reporting
- Contract negotiations & proposal □ Crisis communications & □ Fundraising & grant reviews presentations management

EDUCATION & CERTIFICATIONS

- Master of Education in Sociology & Education | Columbia University
- Master of Public Administration | Syracuse University
- Bachelors of Arts in Political Science, Minor Business Management | The University of Alabama,
- Certified Life Coach | Results Based Facilitation | University of Denver Network Leadership Training Academy | Citizens’ Committee for Children of New York City Community Leadership Course

KEY ACCOMPLISHMENTS

- Led national expansion and fundraising strategy that generated \$9+million in multiyear revenue
- Successfully rebuilt organizational culture which resulted in achieving the Best Place to Work award in 2019, 2020 and 2021
- Developed Literacy, Inc.’s first-ever reading program and Literacy Alliance in Staten Island
- Under leadership, culture assessment revealed that staff felt “cared for” and the organization experienced the lowest turnover rates by retaining at least 90% of the staff during the pandemic
- Instrumental in oversight of business improvement strategy that increased programming by 70%+, supported national expansion, and reconstructed new organizational structures
- Managed budget of \$4 million
- Managed critical donor relationships and secured a \$750K grant and in-kind donation of \$1mil
- Supervised up to 25 organizational leaders and always met departmental budgets
- Utilized exceptional networking abilities to foster strong partnership with valuable affiliates that allowed the organization to serve 75 additional schools, 50 additional community-based organizations and churches, 5,000 additional children and 3,000 adults throughout the U.S.

EXECUTIVE EXPERIENCE

Chief Strategy Officer | City Corps/ Baltimore Corps, Baltimore, MD 2023 - Present

Partner with the Board, CEO and National leadership team to champion the design and implementation of the organization’s local and national strategy.

- Serve as Strategic Advisor to the National Leadership team to establish, review, translate and monitor the key organizational strategies, national expansion, and local development
- Partner with and advise the Chief Executive Officer on the implementation of the organization's short and long-term strategic priorities while leading initiatives across the C-Suite to break down silos
- Co-develop board engagement strategy with the CEO and instrumental in the establishment of operational program policies, processes, and procedures to uphold mission and core values

- ▣ Ensure that the organizational strategy is scalable, fiscally responsible, diversified, and sustainable by establishing quarterly and annual goals, objectives, and operational plans in collaboration with the Board of Directors, National Leadership Team, staff, and other leaders
- ▣ Lead for managing influential relationships with local external stakeholders for development of programs and the implementation the national growth strategy

Chief Operating Officer | Baltimore Corps 2022 - 2023

As the second-in-command, worked with the CEO to set and drive the overall strategic direction and oversaw day-to-day operations for all program and administrative areas. Additionally, designed and implemented policies that promote an inclusive workplace culture of “kindness first, humans first.”

- ▣ Led the operationalization of Baltimore Corps’ DEI commitment across the organization, ensured that the human capital strategy included internal diversity, equity, and inclusion at all organizational levels
- ▣ Managed a budget over \$4 million dollars for 5 departments including Technology, Learning & Development, Communications & Marketing and Partnerships
- ▣ Maintained an inclusive, equitable, and diverse remote organizational culture during a national expansion that retained over 90% of staff
- ▣ Key contributor in the launch of national site and development
- ▣ Collaborated regularly with CFO to review fiscal practices, develop operational budgets, funding and budgeted and projected total compensation and rewards
- ▣ Oversaw the creation of the Learning and Development department
- ▣ Created formal process for organization’s performance management to include coaching, training, and project planning to ensure work projects were being executed equitably
- ▣ Alongside and in the absence of the CEO, served as the primary contact for building and facilities, and discussions with other external stakeholders
- ▣ Developed and strengthened organizational systems while tracking key performance indicators to support cross-functional collaboration and growth
- ▣ Led workforce planning strategy to assess current staffing and developmental needs and forecasted 5-year talent needs, hiring strategies and capacity development
- ▣ Provided direction to create an operational plan for remote and return-to-office best practices

VP of Programs and Administration | Baltimore Corps 2019 - 2021

~~Promoted from Director of Programs~~ and served as key member of Baltimore Corps’ senior leadership team, in collaboration with the President and CEO, and the Senior Leadership brought seasoned program and administrative leadership expertise and a nuanced understanding diversity, equity and inclusion culture and programming. Established and supported principles, practices, and policies that reflect diversity, equity, and inclusion, and that are integrated across the organization at all levels.

- ▣ Delivered innovative new programming to improve recruitment, retention, and revenue outcomes.
- ▣ Received accolades for the development of processes for providing on-going training for staff and network while providing training and coaching to several directors and managers which led to an 80%+ satisfaction rate
- ▣ Established key performance indicators to evaluate and document impact of Baltimore Corps’ work
- ▣ Led the development and refinement of organizational strategy and goals making process
- ▣ Provided leadership in development of inter-team communication and cohesiveness, sustaining culture and supporting staff during organizational growth.
- ▣ Oversaw an integrated communication strategy including the planning and development of content.

Director of Programs | Baltimore Corps 2017 - 2019

Served as key member of Baltimore Corps’ senior leadership team, in collaboration with the President and CEO, Vice President and a team of Directors. Developed, strengthened, and implemented organization’s strategic objectives and program strategy; hire, manage, evaluate and coach program department team members and program faculty.

- ▣ Created Baltimore Corps’ program goals and related strategies; oversaw program budget of over \$250k.
- ▣ Developed processes for providing on-going training for Baltimore Corps staff and network.
- ▣ Established appropriate matrices to evaluate and document impact of Baltimore Corps’ work.
- ▣ Built relationships with external partners to advance programmatic priorities and Baltimore Corps’ mission.

- ▣ Collaborated with fellow Directors and managers to firmly integrate the organization's values into all programs.
- ▣ Developed Baltimore Corps' community engagement strategy for engaging and expanding its network and reach.

National Director of Community Engagement | World Vision, Bronx, NY 2016

Promoted from Engagement Officer and co-created national community engagement strategy for 8 urban and rural sites managing team of 8 national staff while monitoring for productivity and efficiency.

- ▣ Provided leadership to Community Engagement team in communities across U.S. to support shared vision for mobilizing communities to impact child well-being
- ▣ Set strategy, operation plans, and policy recommendations for navigation, engagement, and partnership with complex community structures and institutions
- ▣ Led collaboratively with USP National Leadership teams to ensure consistency and shared vision across programs.
- ▣ Aligned and assessed partners and communities needs to determine how to best deploy USP resources

Engagement Officer| World Vision 2013 – 2015

~~Promoted from Community Engagement Specialist~~ to strategically expand the organization's footprint by acquiring a valuable affiliate in Hartford, CT which led to a significant increase of family intakes

- ▣ Developed partnership with several school, CBOs and churches to expand the organizations footprint to the outer-boroughs of NYC and remote communities such as Far Rockaway peninsula.
- ▣ Successfully applied for and received a \$750K annual grant with an in-kind donation of 10,000-square-foot warehouse space to operate the World Vision Storehouse, including a \$1M+ facility renovation
- ▣ Increased capacity by recruiting training and managing volunteer mentors, enrolling youth, recruiting advisory board
- ▣ Coordinated and conducted workshops for youth and youth workers on a multitude of topics, including diversity, power, oppression, community organizing, and leadership ensuring all workshops ran smoothly and efficiently
- ▣ Played key role in development and continuous reassessment of program evaluation protocol and instruments to assure optimal organizational success
- ▣ Developed and spearheaded innovative community engagement strategies in New York and Hartford, CT

Community Engagement Specialist| World Vision 2009 – 2013

~~Effectively managed 6 local staff members~~, including conducting all hiring and evaluation of staff while facilitating team development and conflict resolution

- ▣ Strengthened 10+ partnerships with public schools through enhanced staff outreach and parent training as well as creating new relationships with community leaders and stakeholders
- ▣ Built strong multi-group collaborations, specializing in partnership development, organizational management, facilitation, outreach, and resource allocation
- ▣ Conducted assessments to strategize and implement innovative plan for community outreach
- ▣ Co-organized a major city-wide faith-based advocacy training event, as well as multiple other pieces of training for adults and youth, including staff developments, youth workers and volunteers

Special Projects Coordinator | Literacy, Inc. | New York, NY 2005 - 2009

Served as ambassador for external engagement and communications for community stakeholders.

- ▣ ~~Managed various grant-funded projects~~, prepared final reports, and establish new system for data collection and analysis from project sites to enhance and communicate organizational efforts
- ▣ Co-designed community engagement strategy for new site and managed \$25K grant
- ▣ Fostered donor relationship and secured the grant for 3 additional years with a \$15K increase, strategically expanding the organization's footprint outside of New York City
- ▣ Co-created a parent training academy, providing training to 500+ parents and leaders

VOLUNTEER AND LEADERSHIP EXPERIENCE

- ▣ Former Chair | Current Board Secretary | Challenge Charter School Network
- ▣ Former Chair and Advisory Board member - Highlandtown Elementary School #215
- ▣ Council Member | Challenge Charter Schools Advocacy Citizens Committee for Children of New York