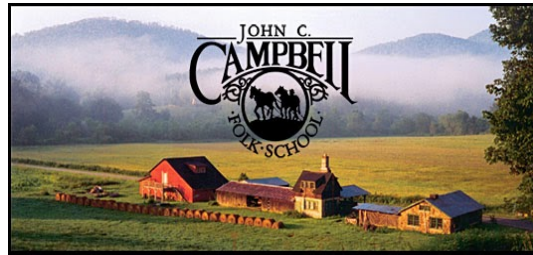


LEADERSHIP PROFILE



Executive Director

John C. Campbell Folk School (JCCFS)

Brasstown, North Carolina

**John C. Campbell Folk School provides experiences
in non-competitive learning and community life that are joyful and enlivening.**

--Mission of JCCFS

THE OPPORTUNITY

John C. Campbell Folk School (JCCFS) is an oasis of learning and personal growth nestled in the mountains of Western North Carolina. Founded in 1925 to nurture and preserve the folk arts of the Appalachian Mountains, the Folk School is a Rand McNally top-30 U.S. destination, and listed in the National Register of Historic Places. JCCFS attracts over 6,000 students a year.

The Folk School is a unique, non-competitive arts and crafts community. Students choose from over 860 classes ranging from blacksmithing to cooking, painting to pottery and quilting to woodturning. Students gather to share meals, music and dance. The community is caring, supportive and joyful.

This is a time of transition and promise at the Folk School. Executive Director Jan Davidson is concluding 25 years of inspiring leadership, during which the Folk School has prospered. Jan is a musician, painter, writer, storyteller, folklorist and creative thinker. He has overseen expansion and enhancement of course offerings, facilities, revenues, attendance and reputation.

The new Executive Director has an exciting mission: to envision and bring to life the Folk School's next great chapter. The ED will lead next-level planning,



growth and evolution consistent with the Folk School's uniqueness and philosophy. The Executive Director is charged with making the Folk School an even more iconic and compelling destination. The ED will:

- **Provide vision and inspiration** for next-generation evolution of JCCFS, including facilities, offerings, audiences and presence.
- **Maximize and diversify** Folk School student attendance.
- **Increase** earned revenues and philanthropic support.
- **Differentiate, broaden and enhance** the school's reputation and brand.
- **Inspire and engage** the staff, Board, volunteers, donors, students and community.

The Folk School is thriving, but like every institution it has challenges.

As its core student audience ages, attracting new and diverse audiences is essential. As leisure options proliferate, JCCFS is challenged to clarify and market its unique advantages. On an ongoing basis, the 300-acre campus requires modernizing, maintenance and evolution.

“The satisfaction of developing skills in a non-competitive, supportive environment is a corrective to the hard-driven, often dehumanizing regimentation of much of today’s world.”

--Jan Davidson, Executive Director, JCCFS

THE ORGANIZATION



Created in 1925 in the Danish folk school tradition, JCCFS offers weeklong and weekend classes in traditional arts and crafts, music, dance, cooking, gardening, nature studies, photography, storytelling and writing. While enjoying one of 860+ world-class course offerings, students convene in the dining hall for breakfast, lunch and dinner, enjoy walks and morning song, and gather for evening dance, music and other activities. Many activities are open to members of the surrounding community.

The Folk School experience is magical and transformative.

Many students return, year after year, to enhance current skills and experience new arts and crafts.





JCCFS has a distinctive heritage. In the early 1900s, Olive and John C. Campbell, an educator, conducted a social survey of rural Appalachia and concluded that the quality of life could be improved through education. They knew about the Scandinavian *folkehojskole* (folk school) model, which helped transform the Danish countryside into a vibrant, creative and economically viable force.

After John C. Campbell died several years later, Olive and a teaching colleague, Marguerite Butler, returned to the area. The Western North Carolina community of Brasstown embraced the idea of a folk school, and Cherokee and Clay County residents pledged their land, labor, supplies and support to help create the Folk School.

Nine decades after its founding, JCCFS remains tied to the traditional values of the folk school and its own community. The Folk School has developed into the premiere institution of its kind in America.

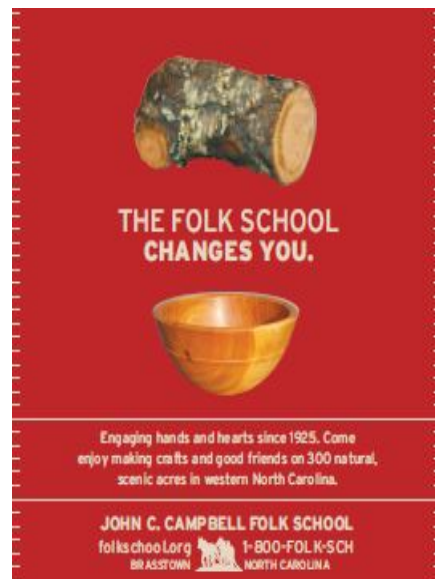
Over 6,000 students a year participate in hands-on, non-competitive learning and community experiences. Involvement with the surrounding community continues, and the Folk School offers scholarships as well as numerous activities open to the public including concerts, dancing, literary readings, demonstrations and lectures. The annual Fall Festival is the largest gathering in the area, and a showcase for local craftspeople, food vendors and musicians. The Folk School is part of a diverse rural community that is connected with an historic and artistic way of life -- close to the land and to one other.

For all its sense of place and rootedness, the Folk School is also the center of global communities of woodturners, writers, quilters, painters and blacksmiths.

The Folk School is financially solid, with a \$7 million operating budget and an endowment of \$4.4 million. Its primary sources of revenue are tuition, Craft Shop sales and philanthropy.

JCCFS seeks to increase its profile, impact, audience and resources—while maintaining its uniqueness. The organization aspires to develop a more diverse student and funding base, with a larger and growing endowment. JCCFS is poised for a thriving future, in which classes and offerings are fully subscribed and growing financial resources facilitate world-class learning opportunities, facilities, food and engagement.

For more information, visit www.folkschool.org



THE RESPONSIBILITIES

The Executive Director will be a compelling, personable leader with passion for the Folk School, its philosophy and mission. The ED will have proven experience creating shared vision and plans, managing people and growing an organization in a context relevant to JCCFS. The ED will:



- **Be an inspiring, visionary leader.** The ED will be a big-picture leader, strategist and innovator who unites, empowers and inspires the Board and staff around a compelling vision and direction. The ED will guide development of a school-wide master plan that reflects the magic and the potential of the institution. The plan will set forth short- and long-term goals and priorities for advancing the school while honoring its people, uniqueness and creative energy.
- **Be the vibrant face of JCCFS.** The ED will live and deliver the magic of the Folk School to internal and external audiences. The Executive Director will be a great relationship-builder, storyteller, communicator and spokesperson. He or she will play a key role attracting and connecting people of all kinds to the Folk School. As the face of JCCFS, the ED will be magnetic -- engaging with students, staff and instructors, meeting with donors, the community and other stakeholders, effective in media interviews and public speaking.
- **Be a proven manager of people and the business.** The ED will be a compassionate, inspiring leader who listens, builds trust and unites the team. The ED will inspire high performance, collaboration and commitment. She or he will be comfortable with technology and able to lead change. The ED will have financial acumen and a record of attracting and developing talent, as well as growing the enterprise. He or she will be personally supportive and accessible. The ED will value and build upon the positive aspects of JCCFS's culture, and will implement effective policies and processes. The ED will lead the team in an environment of shared vision, values, collaboration and achievement.
- **Grow resources.** The ED will increase and diversify resources, including earned revenues, philanthropic and sponsorship support. She or he will have a record of resource and audience growth in a context relevant to JCCFS. The ED will be experienced with annual and capital campaigns, planned and endowment gifts as well as tuition, sales and various earned revenue sources.



- **Market the magic.** The ED will have experience branding, marketing and raising visibility for an institution. She or he will find ways to differentiate the Folk School and clarify the brand. The ED will understand and cultivate current and prospective audiences, and will market the school's unique assets. The ED will enhance the Folk School's appeal to broader, more diverse audiences, and will advance its profile as a special, iconic destination.
- **Connect the Folk School, locally and globally.** The ED will value and foster positive, productive relationships with the surrounding community, as well as relevant national and global communities. By deepening the Folk School's outreach, the ED will advance its reputation and connectivity, bring in best practices and inspire relationships and engagement.

PERSONAL CHARACTERISTICS

The ideal Executive Director is a visionary servant leader with a strong, relevant track record and passion for the Folk School mission and philosophy. The ED will have personal assets that include:

- High self-awareness, emotional intelligence and self-confidence with low ego needs.
- Ability to engender openness, trust, passion, creativity and connection.
- A compelling, approachable and accessible personality.
- Proven team-building, management and conflict-resolution skills.
- Experience uniting and leading an organization forward.
- Unshakable integrity and sense of fairness.
- Strong listening, communication and relationship building skills, across diverse audiences.
- Willingness to "roll up the sleeves" and be hands-on when appropriate.
- Ability to take risks, experiment and innovate.
- Ability to set goals and plans, and to hold the organization accountable.
- Passion for the creative energy of the Folk School, and ability to excite and engage people.
- High energy and a can-do, resilient approach.
- A sense of humor.
- Ideally, a natural personal passion and connection to arts, crafts and non-competitive learning.

THE RELATIONSHIPS

The Executive Director leads a staff of about 50 and reports to the Board of Directors.

The Executive Director reports to:	Board of Directors
Direct reports include:	Business Manager Program Manager Buildings & Grounds Manager Development Manager Marketing Manager IT Administrator Folklorist
Other key relationships:	JCCFS Board members and volunteers Community leaders, partners and stakeholders of all kinds Craft Shop Manager and Head Chef JCCFS current and potential students Current and potential individual, corporate, governmental and foundation donors

THE LOCATION

John C. Campbell Folk School is located in Brasstown, North Carolina. Brasstown is two hours from Atlanta, Knoxville, Asheville and Chattanooga. The Executive Director will be expected to reside in Western North Carolina.



To apply or suggest a prospective candidate, email FolkSchool@boardwalkconsulting.com or call Kathy Bremer or Patti Kish at 404-262-7392.

