Dear Friends,

I recently shared with our board of directors that in some ways, 2020 was my most meaningful year yet at the Folk School. That may seem odd given how detrimental the Covid-19 pandemic has been for so many, but the feeling comes from being impressed and inspired by people coming together to take care of one another and to keep the Folk School healthy. Staff bonded and fully supported each other; our students and donors provided an unprecedented level of emotional and financial support; instructors and musicians developed and presented new educational opportunities; and our board of directors worked tirelessly to ensure the future of the school.

With their participation, encouragement, and gifts, our community members both near and far showed their determination to preserve our beloved Folk School during the pandemic. More donors than ever contributed to help offset the financial losses caused by suspending our typical programming for 9.5 months of 2020 and we gratefully recognize those Folk School family members in this annual report.

Those who’ve had the pleasure of interacting with our staff know they embody the school’s vision, mission, and values that you see on the adjoining page. In this report, we also recap some of the innovative ways they pivoted from our typical programming model of 850+ classes in 49 programming areas to something different—but still engaging and valuable.

The Folk School has now reopened our more familiar programming, and we are heartened by the quickly filling classes. Words can’t fully express how eager we are to see you all again.

Appreciatively,

Jerry Jackson
Executive Director

---

John C. Campbell Folk School Strategic Plan

Vision
A community that awakens, enlivens, and enlightens the world.

Mission
The Folk School transforms lives, bringing people together in a nurturing environment for experiences in learning and community life that spark self-discovery.

Values
Joy
We bring originality, creativity and passion to all endeavors—we sing behind the plow.

Kindness
We treat everyone with respect, humility and warmth.

Stewardship
We honor the traditions and spirit of the Folk School as we guide its evolution and preserve it for the future.

Non-competitive
We support and affirm each other in lifelong growth.

Priorities & Goals
Programming
The Folk School’s programs inspire lifelong learning in a diverse audience.

Human Capital
The Folk School attracts, nurtures, and retains people who personify, support and further the school’s mission and values.

Community Relations
The Folk School cultivates authentic relationships that inspire our community's ongoing support and involvement.

Physical, Environmental and Technological Infrastructure
The Folk School’s infrastructure effectively serves and supports our students, staff, instructors, visitors and community.

Finances
The Folk School continually strengthens its financial position.

---

*About the cover*
*“Be Safe” says Corona Bear. Folk School student Marcia MacBride made this gentle reminder of care and kindness for our Hearts at Work project honoring frontline workers.*
2020 Supporters

The individuals and organizations listed here contributed to the Folk School in 2020. We appreciate their generous funding which helped us transform lives by bringing people together in a nurturing environment for experiences in learning and community life that spark self-discovery.

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Director’s Council
$10,000 and above
Anonymous
Betty S Eagles Charitable Lead Annuity Trust
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Evelyn Brannon
Charlotte Bristow & Carl Dreher
Carol Trout
Carol & David Smucker
Carol Robinson
Ann Richardson
Candace & Gregory Osborn
Katherine Montgomery
Working on a traditional broom

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Martin London & Lundy Fetterman Family Foundation
Cheryl Thistle & Patricia Minard
Lillianna Gantsoudes
Kate Colby
Deborah & John Chapman
Charlotte Bristow & Evelyn Brannon
Betty S Eagles Charitable
Anonymous
John C. Campbell

Life that spark self-discovery.

We appreciate their generous funding which helped us transform lives by bringing people together in a nurturing environment for experiences in learning and community life that spark self-discovery.

Debbie & Jeff Long
Martin London & Lundy Fetterman Family Foundation
Cheryl Thistle & Patricia Minard
Lillianna Gantsoudes
Kate Colby
Deborah & John Chapman
Charlotte Bristow & Evelyn Brannon
Betty S Eagles Charitable
Anonymous
John C. Campbell

Working on a traditional broom
2020 Supporters, continued

Contributing Sponsors
$100–$499, continued

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Carolyn Detorres
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Deborah & Joseph Djietro
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Hawthorne Kipkpak
Mary Lynn Dobson
Janet Doelligast
Kevin Doerr
Bob & Patricia Donald
Uarih Donnelly
Helene & Theodore Donia
Stuart Dowty & Tony Dowty
Janet Goldwasser
David & Mary Anne Drake
Ann & Clifford Dubbin
Mike Dunlop
Debbie & Joel Dunlap
B. Andrew Dutcher
Leigh Ann Dye
Elizabeth Dyer & Art Mines
Jeff Eakins
Kathleen & Robert East
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Cora Edwards & John Vennekens
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Julian Elbin
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$100–$499, continued

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Vanda Williamson
Ron Wilson
Sue Wilson
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Suan Whitrow
Jan Wittman
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Susan Wood
Brenda €t Jim Woodley
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Cetna Woods
Jean €t Steve Wortham
Eric Wright
Marilyn Wright
Sarah €t Wade Wright
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Stephen Young
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Margaret Flatley
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Jean Foyd
Donna €t Robert Forsyht
Angela Foster
A mentee in the Traditional Craft Mentorship program explores overshot weaving techniques.
Operating Financial Information

<table>
<thead>
<tr>
<th>Operating Income</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions, grants and funds released from restriction</td>
<td>$1,577,208</td>
<td>$779,224</td>
</tr>
<tr>
<td>Tuition, housing &amp; meals</td>
<td>994,701</td>
<td>5,132,258</td>
</tr>
<tr>
<td>Sales*</td>
<td>222,608</td>
<td>768,211</td>
</tr>
<tr>
<td>Investment return</td>
<td>196,385</td>
<td>254,155</td>
</tr>
<tr>
<td>Realized/Unrealized gains (losses)</td>
<td>970,713</td>
<td>1,490,096</td>
</tr>
<tr>
<td>Asset disposal</td>
<td>-</td>
<td>(41,437)</td>
</tr>
<tr>
<td>Special events</td>
<td>56,984</td>
<td>187,667</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td><strong>$4,018,599</strong></td>
<td><strong>$8,570,174</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$313,686</td>
<td>$997,042</td>
</tr>
<tr>
<td>Services</td>
<td>578,866</td>
<td>1,448,468</td>
</tr>
<tr>
<td>Programs</td>
<td>457,421</td>
<td>553,840</td>
</tr>
<tr>
<td>Marketing</td>
<td>356,365</td>
<td>736,684</td>
</tr>
<tr>
<td>Facilities</td>
<td>794,096</td>
<td>900,961</td>
</tr>
<tr>
<td>Administration</td>
<td>1,757,826</td>
<td>1,684,042</td>
</tr>
<tr>
<td>Fundraising</td>
<td>182,947</td>
<td>226,190</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$4,441,207</strong></td>
<td><strong>$6,547,227</strong></td>
</tr>
<tr>
<td><strong>Change in Net Operating Assets</strong></td>
<td><strong>($422,608)</strong></td>
<td><strong>$2,022,947</strong></td>
</tr>
</tbody>
</table>

**Operating Income Fiscal Year 2020**
- Contributions and grants: 39%
- Tuition, housing & meals: 25%
- Sales: 6%
- Investment Return: 5%
- Realized/Unrealized gains (losses): 24%
- Asset disposal: 0%
- Special events: 1%

**Operating Expenses Fiscal Year 2020**
- Instruction: 7%
- Services: 13%
- Programs: 10%
- Marketing: 8%
- Facilities: 18%
- Administration: 18%
- Fundraising: 40%

* Sales include Craft Shop and Class Material Fees.

Audited Financial Information

<table>
<thead>
<tr>
<th>Balance Sheet</th>
<th>12/31/2020</th>
<th>12/31/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and investments</td>
<td>$14,229,368</td>
<td>$14,170,800</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>4,862,127</td>
<td>4,955,855</td>
</tr>
<tr>
<td>Other</td>
<td>353,937</td>
<td>365,390</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$19,445,432</strong></td>
<td><strong>$19,492,045</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td>$1,762,711</td>
<td>$1,386,716</td>
</tr>
<tr>
<td>Net assets</td>
<td>17,682,721</td>
<td>18,105,329</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$19,445,432</strong></td>
<td><strong>$19,492,045</strong></td>
</tr>
</tbody>
</table>

A full copy of the audited financial statement is available from the Executive Director’s office.

Filming a Virtual Event in the Weaving Studio. Delicious vintage cakes made by students. Making a glass bead.
2020: The Great Pivot

We started 2020 with the optimism and energy we have for each new year. Happy students taking interesting classes taught by talented instructors. Folks enthusiastically engaging in our cultural programs such as concerts, dances, and festivals. But then, like the rest of the world, in mid-March the Folk School was transformed by the Covid pandemic and had to suspend our typical classes and events for the remainder of the year. We committed then to remain connected to our Folk School family by continuing to offer engaging experiences. So, we pivoted. And you stuck with us.

The first thing we did was launch our Hearts at Work thank-you campaign for the essential workers in Cherokee and Clay counties in North Carolina—home of the Folk School. Hundreds of our students, instructors, and community members from all over the country generously provided over 2,500 handcrafted, diverse styles of hearts in a range of media. Their commonality was their message of love and support for those working to keep our community functioning during the pandemic, including workers at grocery stores, hospitals, restaurants, pharmacies, and other key operations.

By April, we were offering our free, hour-long Appalachian Traditions webinars dedicated to the celebration of traditional Appalachian craft, music, and dance. Instructors in traditional craft shared their personal stories and discussed their creative processes. We explored the historic role of craft in Appalachia, examined its continued relevance today, and learned how practitioners promote their craft and inspire the next generation of traditional makers.

In July, we migrated to Facebook Live our beloved Morningsong that students were used to attending before breakfast in our Community Room, with people tuning in from all over the US to watch our entertaining musician friends in live concerts.

Beginning in August, our local community took part in 17, three-hour outdoor workshops in Gardening, Cooking, Nature Studies, Dyeing, Basketry, Photography, and Broom Making. These six-person, open-air classes provided safe spaces while providing that hands-on, learning experience everyone was craving.

By September, we’d launched two, month-long sessions of Mentorships that connected 18 mid-career Appalachian artists who are actively teaching and professionally pursuing craft or music with master artists in their respective areas of expertise. From September to October, we offered Mentorships in Basketry, Music, Weaving, Blacksmithing, Chair Making, and Fiber Arts.

Last November, the Folk School partnered with online learning platform Lessonface and several of our wonderful instructors to launch in 2021 a series of 30 classes in 10 subject areas including Cooking, Fiber Arts, Glass Beadmaking, Music and Dance, Nature Studies, Painting, Paper Arts, Photography, Storytelling, Woodturning and Writing. Knowing that we weren’t going to be able to reopen our typical programming until May 2021, these classes of varied lengths and formats have allowed our students to engage in ways that worked for them.

Thank you to our students, instructors, musicians, donors, and grantors who made the Great Pivot of 2020 a success.
Olive Dame Campbell Society

One of the Folk School’s four values is Stewardship, which directs us to honor the traditions and spirit of the school as we guide its evolution and preserve it for the future. Our co-founder Olive Campbell was the first to guide the school’s evolution and, with her inclusion of the Folk School in her will, she demonstrated her commitment to preserving it for the future. Those who name the Folk School as a beneficiary in their estate plans are stewards themselves and, as such, are honored members of our Olive Dame Campbell Society.

Estate gifts can help us withstand financial crises such as the 2008 Great Recession or the 2020 Covid pandemic, which forced us to close for many months. They are typically allocated to our small endowment, dividends from which help fund our annual operating budgets.

There are several ways to include the Folk School in your will:

• A specific dollar amount or percentage of your total estate
• A percentage of your retirement accounts such as an IRA
• Securities such as stocks and bonds
• Proceeds from the sale of property such as real estate
• Life insurance policy benefits

Please contact us if you’re interested in including the Folk School in your estate plans.

We offer our deepest appreciation to the following living supporters who have made provisions for the school in their estate plans:

Anonymous
Bonnie Artuckke
Jane Et Tom Arthur
Sherry Baldwin
John Et Marilyn Ballard
Karen Baranch
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Exploring broom making during a workshop for our local community. Turning a bowl. A colorful marbled pattern on paper.
Scholarships Spark Creativity

Each year, the Folk School awards scholarships to those who would otherwise be unable to attend due to financial limitations. These scholarships spark creativity and promote an interest in lifelong learning in a diverse range of recipients by providing partial or full financial support for tuition, housing, and meals. We appreciate the 63 donors who provided over $90,000 in scholarship funding in 2020. We also remain grateful to Windgate Foundation for their meaningful grant award of $50,000 over two years for Craft and Visual Arts Scholarships providing about 40 people the opportunity to learn.

There are two ways to provide financial assistance for scholarships:

Endowed Scholarships: Provide perpetual learning opportunities by endowing a scholarship with a minimum balance of $25,000 (multi-year donations are possible). To endow a scholarship, please contact Kathi Osborne, Development Director, at kathi@folkschool.org or 800-FOLK-SCH, x. 111.

Individual Scholarships: Provide a single scholarship for tuition, housing, and meals with a gift of $1,350. Share the Folk School experience from the Scholarships option at fundaneed.folkschool.org, where you can designate it for a particular program area such as Clay or Jewelry or choose General Scholarship to allow us to award it to any program area.

Donors can make a general contribution to the Annual Fund, which is used where most needed. Donors can also designate support for a particular need such as Craft and Visual Arts Scholarships.

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Donors can make a general contribution to the Annual Fund, which is used where most needed. Donors can also designate support for a particular need such as Craft and Visual Arts Scholarships.

The lists in this brochure are accurate to the best of our knowledge. If your name was omitted or is incorrectly listed, please call our Development team at 1-800-FOLK-SCH or 828-837-2775 x. 111 and we will list you in the next annual report. Our listing convention is to list alphabetically by last name and then alphabetically by first name.


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