

Penland School of Crafts

Board of Trustees Governing Responsibilities

This document defines collective responsibilities of the Board of Trustees to govern the Penland School of Crafts. This statement of responsibilities for the board as a whole complements “Individual Board Member Responsibilities” approved in November 2004.

- **Leadership to realize Penland’s vision** – Share leadership with staff to think strategically and to imagine Penland’s future and define Penland mission and goals through planning. Preserve Penland’s character. Monitor plans at a policy level and look for results that translate Penland’s vision and core values to its campus and programs.
- **Represent constituents** – Assure that trustees cultivate friends for Penland. Board members listen for constituent interests (artists, students, teachers, collectors, donors, community, etc.) and communicate these through Penland board and committee meetings and to the executive director and senior staff. Communicate back to constituents to build interest and support for the school.
- **Board-level Policies** – Establish and monitor policies to define limits within which individual board members, committees, staff and volunteers must operate and to guide the staff in its implementation of priorities, programs and operations. The board sets policies for governance, personnel, finances, programs and some overall operations with input or recommendations from the staff and the staff implements policies with input and advice from the board.
- **Funding** – Keep Penland fiscally sound and accessible to students through fundraising. Raise funds through contributions and sponsorships by cultivating friends and donors, recruiting students and special event attendees, and actively participating in fundraising campaigns and events. Assist staff to access potential support from foundations, corporations, and public funding sources.
- **Fiscal security** – Assure financial stability for the school’s programs and campus; approve the budget, monitor at least quarterly statements of income and expenses, comply with Penland’s fiscal policies, and assure sound fiscal management.
- **Personnel** – Hire the executive director and supervise and appraise the executive director through a process established by the chair. The executive director hires, supervises, and appraises other direct-report staff.
- **Legal** – Assure Penland complies with all legal requirements for reports, filings, and good governance, and fulfills grants and contracts. Authorize signatures to grants and contracts.
- **Manage governance** – Recruit and orient board members to achieve a balanced board. Conduct board business and continually develop the board’s capacity to govern.
- **Advise on programs and operations** – Provide advice and assistance to staff as volunteers.