



5-29-1989

Highland Board of Directors Executive Director Job Opening

Commission for Blacks

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Recommended Citation

Commission for Blacks, "Highland Board of Directors Executive Director Job Opening" (1989). *Faculty and Staff Reports and Communications*.
https://trace.tennessee.edu/utk_blackfacultyreports/58

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HIGHLANDER RESEARCH AND EDUCATION CENTER

ROUTE 3, BOX 370 • NEW MARKET, TENNESSEE 37820

OFFICE: 615/933-3443 • CENTER: 615/933-3445

Director Job

May 29, 1989

Notice

Dear Friend:

We are asking for your help in publicizing a job opening to which we attach a great deal of importance.

After nearly seven years of significant contributions and development in the life of Highlander, Hubert and Jane Sapp have made a decision to leave Highlander and accept positions at another institution. Hubert's resignation as Executive Director is effective as of May 31, 1989.

The Highlander Board of Directors has formed a search committee to seek qualified candidates for Executive Director. That job description is enclosed. The search process will take place over the Spring and Summer, and be concluded in the Fall. Resumes of candidates should be mailed to Highlander, Attention: Search Committee, by July 15.

This is an entirely open search. We encourage applications from female and minority candidates. We want to leave no stone unturned in finding the very best person for this crucial job. Thank you for helping us accomplish that.

Yours,


Jim Sessions
For the Committee

(J)

enc.

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SEEKING DIRECTOR

Highlander Center is an education center for social change for working men and women in Appalachia and the Deep South. Founded in 1932, it is located on a 106-acre farm in New Market, Tennessee, near Knoxville and the Smoky Mountains. The statement of purpose of Highlander is attached.

Highlander is currently searching for a new director. The job description below lists the Director's responsibilities, qualifications, salary and benefits, and application procedures.

The Director is also the President of the Corporation. Responsibilities include:

- 1) Providing leadership to Highlander's educational programs in accordance with the statement of purpose;
- 2) Working cooperatively with staff in program planning, development, and evaluation, and fostering the integration of program areas;
- 3) Working closely with and being accountable to the Board of Directors, its Executive and other committees;
- 4) Overseeing the budget planning process and the day-to-day financial operations of the Center;
- 5) Overall responsibility for raising an annual budget of between \$650,000-\$850,000;
- 6) Overseeing the management of the institution including its residential center, farm, programs, and a staff of 15;
- 7) Representing the Center and maintaining contacts with regional, national, and international organizations and networks.

In general, we are looking for someone with the following qualifications:

- 1) Demonstrated commitment to Highlander's purpose;
- 2) Experience in the education of low-income and working people organizing to gain more power in their lives;
- 3) Experience in management and administration of non-profit organizations;
- 4) Demonstrated ability to fundraise from foundations and individual donors;
- 5) Ability to work with Highlander's multi-cultural/multi-racial constituencies and to reach new ones;
- 6) Cooperative style leadership.

Salary range: \$25,000-30,000, negotiable. Benefits include employer-paid health and dental insurance. Target starting date: December 1, 1989.

Qualified women and minority candidates are encouraged to apply. Interested applicants should send a resume and other pertinent information to the Director's Search Committee, Highlander Center, Route 3, Box 370, New Market, TN 37820. Deadline for Applicants is July 15, 1989.

STATEMENT OF PURPOSE

The Highlander Center works with people struggling against oppression, supporting their effort to take collective action to shape their own destiny. It seeks to create educational experiences that empower people to take democratic leadership towards fundamental change.

Highlander works with community groups primarily in Appalachia and the Deep South. Because we are located in the poorest region of the world's richest and most powerful nation, we work with people who benefit least from society as it is now structured. We also maintain exchanges and linkages with national and international groups, because we recognize the global dimension of economic and political injustice.

The educational process we advocate starts from people's direct experiences, encouraging individuals to reflect and act upon what they know. We bring people together to learn from each other. By sharing experiences, we realize that we are not alone. We face common problems caused by injustice. Together we develop the resources for collective action. By connecting communities and groups regionally, we are working to change unjust structures and to build a genuine political and economic democracy. This kind of learning, in contrast to traditional education, is collective rather than individual, cooperative rather than competitive, participatory rather than authoritarian, active rather than passive. It integrates research, education, and action, making full use of cultural tools.

We accomplish our purposes in a variety of ways. Residential workshops and educational training sessions at our New Market, Tennessee farm and center bring together representatives of communities facing specific struggles throughout the region. Our library and audiovisual resource center are available to individuals and groups wanting information about Highlander's history or about current social issues and strategies. Through our participatory research and cultural programs we seek to affirm and document the knowledge, concerns, and struggles of the people with whom we work. Highlander staff persons also develop and conduct workshops across the region, link communities grappling with common issues, and provide other educational assistance in the field. It strives to develop leadership within communities through a community environmental health program, environmental/economic internships, education and research on the regional economy, the Southern and Appalachian Leadership Training program, summer youth workshops and a program of international linkage.

If real democracy is to be achieved, it will start with grassroots action. As diverse people respond to local circumstances, they must build broader movements which confront and change the policies and structures which dominate their lives. The power of the Highlander experience is the strength that grows within the souls of people, working together, as they analyze and confirm their own experiences and draw upon their understanding to contribute to fundamental change.

HIGHLANDER CENTER

"To Shape Their Own Destiny"

The Staff of the Highlander Center in the United States describe their aims and achievements in workers' and community education over the past fifty years.

The Highlander Center, set in the mountains of Tennessee, has for over fifty years carried out education for social change among communities throughout Appalachia and the US South.

Highlander's history is a rich one, spanning education for workers in the 1930s, and Citizenship Schools for black southerners during the Civil Rights Movement of the 1960s, to building community organisations in the 1970s and 1980s. In 1982, the Center was nominated for the Nobel Peace Prize for its work for human rights in the region.

Throughout its history, Highlander has held to a central principle. For institutional change to be effective it must begin with the people directly affected by the problem. Grassroots leadership must be developed through an educational process which allows them to analyse their problems, test their ideas, learn from the experience of others and strengthen their organisations. Highlander is a non-profit making organisation, supported by educational grants.

Economic Alternatives

In the last few years a great deal of Highlander's work has focused on the problems of the growing economic crisis in the region, and the impact of hazardous industries in poor and often minority communities, especially those who have no other economic options.

While the South was once the place to which industries from the industrial areas of the North fled, now the closure of mines and mills and the loss of farms have led to a resurgence of poverty and unemployment. To help combat this growing economic abandonment, Highlander has a series of projects to help communities and workers deal with their region's changing economy.

In the last two years we have concentrated our work in three poor rural communities which have lost their traditional economic base in coal, manufacturing and farming — Dunganville and Ivanhoe

in Virginia, and Jellico in Tennessee, where we work with the Mountain Women's Exchange.

In each place, local citizens' groups have sprung up, led by low-income women. Highlander works with them, offering night classes for 10-16 weeks and providing technical and educational support. Individuals have gained in confidence, knowledge and skills, and in turn these have contributed to community action.

In Ivanhoe the group changed from trying to attract outside industry to

developing its own plans for economic development enterprises. Out of these experiences, Highlander has published a series of manuals on education for economic development (see over).

We also help communities develop strategies to counter de-industrialisation. A report on the effect on a group textile workers of a Knoxville plant moving out to Mexico led to Highlander working with the Amalgamated Clothing and Textile Workers Union to set up the Tennessee Industrial Renewal Project. Now a broad-based coalition is growing to fight plant closures and traditional economic policy. Meanwhile, a staff member has been in the industrial border zone of Mexico, deepening our contact with communities there.

Jobs Vs. Environment?

For ten years Highlander has been conducting empowerment education on toxic pollution. It is our aim to help communities affected by these environmental insults to understand the causes and to take action, overcoming the economic blackmail of the 'jobs vs. environment' dilemma.

The programme brings together Native Americans, Blacks, Cajuns, Creoles and Appalachians in some 40 grassroots groups, developing leadership skills and providing resource materials on toxic wastes in the region.

The Cannon Creek community in Kentucky last year won a victory when the first ever 'Land Unavailable for Mining' notice was served, protecting the drinking water of 17,000 people. The Yellow Creek group in the same state successfully closed down two-thirds of the polluting industry affecting their area. Their victory also included making the municipality pay all legal fees and for private water testing as well as half of the community indebtedness, and put US\$20,000 aside for future citizens' claims for damages.

Highlander is now inundated with requests for 'Stop the Poisoning' schools from other parts of the country. Our first sessions have involved 36 grassroots people from 10 US states. We plan a dozen such schools for 1989. Given the economic and political needs to build links across regional, racial and ethnic lines, we believe it is important to respond to these requests.

"WE SHALL OVERCOME"

The song which has inspired many a march, sit-in and strike around the world was first brought to the Highlander Center by the Food and Tobacco Workers of Charleston, South Carolina, in the mid-1940s.

Re-worked and used as a theme song for many years at the school, it was passed on to trade unionists in the 1940s and to black activists in the 1950s-1960s, who made it their own as they fought for their civil rights.

"INTERNATIONAL DIMENSION"

Steve Bond was a British adult education worker visiting the Highlander Center in 1988. "The Center has an extraordinary history which must be hard to live up to", says Steve.

"What impressed me is the way Highlander has changed to meet new circumstances, particularly their work on environmental issues and on the connections between Appalachia and the international economy. The international dimension is perhaps their most exciting development, and one which could be most important in the re-emergence of a socialist movement in the USA."

Steve Bond has a resource of Highlander materials: 'Take Ten', Philadelphia Centre West Don Street, Sheffield S6 3BH Tel: 0742-320216

Highlander helps community organisations use their own indigenous culture, music, crafts and theatre for community development. The songs, dances, stories are there for us to understand how we are able to reach within our imagination to fully experience our own humanity and respond to the world around us.

Oral histories tell people what is possible — to survive and to be active participants in shaping their own future. What we hope a community group comes to understand is that issues may fade and leaders may come and go, but what they have created together is a force that will carry them through many issues and many battles.

SALT Leaders

Founded in 1974, our Southern Appalachian and Leadership Training (SALT) programme is regarded as the most successful leadership programme in the South. Over 150 grassroots leaders have completed fellowships.

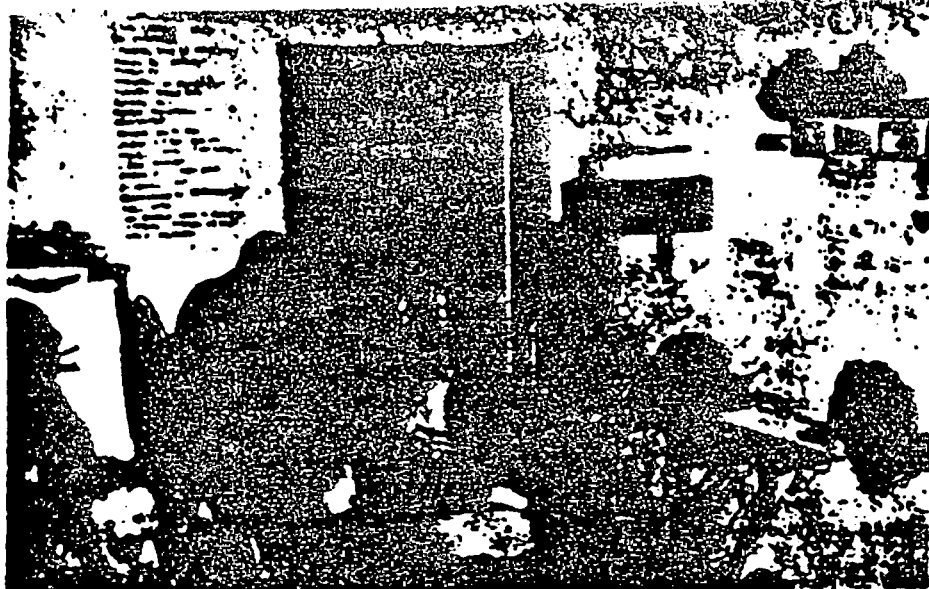
SALT fellows have helped set up day-care centres. They have led co-workers in organizing manufacturing plants, bringing improvements in workers' health and safety. With their groups, they have fought to control strip mining abuses and protested against destructive Federal dam projects. They have rallied against ill-advised school consolidation and worked to improve classroom instruction in public (state) schools.

Among this year's projects is one on getting tourism projects to provide secure living-wage jobs. Others are developing educational processes to help local communities understand the relationship between workers in the United States and those in Central America.

Global

As an underdeveloped region within the United States, Appalachia and the Deep South share many problems with people in the Third World. We cannot understand the high unemployment in the coalfields without recognizing the impact of imports from new strip-mining of Native people's land in Columbia.

Highlander tries to develop learning materials and relationships to place regional issues in a broader context, and to build concrete links between grassroots leaders here and their Third World counterparts. Global relationships must be recognized if true progress is to be made in creating a just and democratic society. Without such an



In its early years, Highlander focused on workers' issues in the workplace. Later it worked closely with the black Civil Rights Movement. More recently, the Centre has been concentrating on the economic and environmental crisis in Appalachia and the South.

Developing a curriculum with community leaders, Highlander helps them find their own strategies for economic development, for people not profits.



Rosa Parks attended Highlander in 1954. The next year she sparked off the Montgomery bus boycott when she was arrested for refusing to give up her bus seat to a white passenger. She said, 'At Highlander I found out for the first time in my adult life that this could be a unified society, that there was such a thing as people of differing races and backgrounds living together in peace and harmony. I gained their strength to persevere in my work for freedom, not just for blacks but all oppressed people'. The same year, Highlander began a programme in which black adults learned to read and write, and so qualified to vote.

From: 'Eyes On the Prize' by James Williams

analysis, our attitudes and actions fail to address underlying problems.

In December 1987, Highlander people went to Nicaragua to meet Third World popular education and participatory research groups. Highlander staff now edit and distribute an interna-

tional newsletter on participatory research called 'Network News'.

During the past year we have hosted a return visit from Nicaragua and, amongst others, received guests from South Africa, Norway, England, and Brazil.

HIGHLANDER

Unearthing Seeds of Peace: The Idea of Highlander

by Frank Adams with Myka Horton
John F. Blair, Westport-Salem, North
ofna, 1976

Highlander: No Ordinary School
1932-1962
by John M. Gien

University Press of Kentucky, 1968

HIGHLANDER RESOURCES

This is not a list but, prices quoted are
without post and packing costs.

Books

No Place To Run: Local Resistance and
Global Issues of the Shovel Digger
by Art Agnew, Juliet Merrifield, Ralph
Tandon

Highlander Center and Society for
Participatory Research in Asia
1985, US\$18

Information on what happened in the Bhopal
disaster in India, and Union Carbide's health
and safety record worldwide. Raises issues
of regulating hazardous industries and pro-
ducts, controlling multinational corporations,
and the need for information in the hands
of the workers and communities exposed to
risks.

as From the Mountains
by Guy and Cecile Carawan
1976, US\$13.98

Presents in pictures, songs and interviews
the Appalachian people who lived through
coal disaster, union struggles, the war on
poverty and anti-mining ravages.

Education Materials

Gaining What Is Ours: An Experi-
ence Workbook
by Wendy Luttrell

Julius Handbook: A Teachers' Guide to
Community-Based Learning
by Helen Lewis and John Gavett

Developing Feasibility Studies for
Community-Based Business Ventures
by Sue Ella Kobak and Nina McConnekt

A 1988 series of three workbooks, to be
used together or separately, in economics
education. Wendy Luttrell writes, "For
decades, our policy-makers have defined
'economic development' as something that
happened through forces outside of rural
communities, primarily through recruiting
industries from the North to relocate in rural
areas where wages were lower and
resources more exploitable. Now, as these
industries close or move to the Third World,
a region must turn to a strategy of
economic development from within, one
that draws upon community-based
organisation and leadership."

US\$2 each

Come All You Coal Miners, including
songs from the movie 'Helen County'

They'll Never Keep Us Down, songs
from the Appalachian coalfields
performed by women
The Land Knows You're There,
contemporary songs on peace, poverty
environment, Central America
and

Carry It On, 1987, with Si Kahn, Pete
Seeger and Jane Sepp, a collection of
labour songs written alongside the book
of the same title, 2 record set, US\$18

Videos

VHS 1/2 inch cassettes not made on Beta
VHS equipment
Contact the Highlander Center for purchase
and prices

No Pardon for Tomorrow: Southern
Communities Respond to the Bhopal
Tragedy

1985, 60 minutes
While the chemical industry treats the Third
World with a double standard, so too are US
minority and working class communities
exposed to environmental and occupational
risks

Watch This Are You On?

1982, 30 minutes
Safety issues in the coalfields and struggles
to improve mine conditions, including songs

High Point Workers Speak
1976, 20 minutes, B&W

Workers, after winning a union election at
a JP. Stevens plant in North Carolina,
discuss the anti-union tactics used against
them

As we have for the past 56 years,
Highlander will continue to bring people
together to learn from each other. By
sharing experiences, people realise that
they are not alone and that through col-
lective action problems can be con-
fronted and improvements made. If real
democracy is to be achieved, it will start
with grassroots action.

In essence, the Highlander Center
works with people struggling against
oppression, supporting their efforts to
take collective action to shape their own
destiny. We seek to create educational
experiences that empower people to
take democratic leadership towards fun-
damental change.

Given the support, encouragement
and opportunity, then the people
themselves have the ability to analyse
their problems, to find their own solu-
tions and to develop a broad under-
standing of the whole society as well as
their own communities.

The Highlander experience is the
strength that grows within the souls of
people, working together, as they
analyse their own experiences and draw
upon their understanding to contribute
to fundamental change.

The Staff of Highlander Center



"Given the support, encouragement and opportunity, the people
themselves have the ability to analyse their problems, to find their own
solutions", say Highlander staff.

Standard courses in the Tennessee mountains provide a quiet haven
for study, research, companionship and personal growth. Booking closes
each the day.