

# International People's College (IPC)

## Three Year Plan (2010-2012)

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### 1. The Long Courses & Pedagogical Challenges

Objective/Goal	Actions/Activities	Measurable Outputs/Indicators	Resources
1. Integration of core values into teaching and life at IPC	1.1. New subjects on the curriculum are evaluated on the background of core values and IPC mission	1.1. The teachers & principal assesses each new course	Principal & teachers Priority 1
	1.2. Core values are reflected in all teaching and planned activities of the school	1.2.a. Each quota teacher responsible for one core value and its presence in each term 1.2.b. Activities such as Wednesday feature, cultural evenings, life stories, etc. should all reflect the core values. 1.2.c. Reflection and debriefing becomes an integral part of most activities (e.g. Sunday movie) 1.2.d. New approaches are planned and introduced (e.g. composting, waste sorting and household duties are retained and enhanced.)	Teachers, practical staff & principal Priority 1
	1.3. Public relations and journalistic approaches included in individual classes and other activities	1.3. 3 articles/press released produced per term to illustrate core values and life at IPC	Principal, teachers, marketing coordinator Priority 2
2. Teaching staff and guests inspire, motivate and lead the way	2.1. Teaching body reflects the diversity that IPC is defined by	2.1. At least 50% of teachers are originally from outside of Denmark	Principal & teachers Priority 1
	2.2. Teachers keep professionally updated	2.2. In service training is encouraged and supported	Teachers & principal Priority 1
	2.3. Guest inspirers, researchers, speakers etc. come to IPC to network, discuss, research, share	2.3.a. The school initiates collaborations with like-minded institutions, organizations and resource persons. A policy of openness towards other Danish and international folk high schools is implemented.	Principal, teachers, marketing coordinator  Priority 2
3. Timetable structure developed	3. Possibility of breaking up some classes in shorter modules examined to create a wider range of classes for	3. A try-out period could be conducted	Teachers & principal  Priority 2

	specific needs and interests		
4. "Fringe" activities developed	4.1. End-of-stay period at IPC used for reflection, evaluation and planning of post-IPC life	4.1. Creative Days integrate this element to a larger degree; more similarity to Introduction Week in focus and methods	Teachers, principal Priority 2
	4.2. Two-week break offers a meaningful program	4.2. Organized travelling in Europe; alternative IPC Caravan; internships etc. – possibilities explored, catalogue made, properly marketed	Principal, marketing coordinator, teachers Priority 2
	4.3. Travelling/other activities after the term facilitated	4.3. A catalogue of ideas presented to the students (in cooperation with partner organizations etc.)	Principal, marketing coordinator, teachers, partner organizations Priority 3
4. New subjects on the curriculum developed	4. IPC commits itself to research possibilities of new subject offerings – e.g.  Democracy (state of law), the Scandinavian model, environment, sustainable design, nature experience, political movements, world journalism, BRIC countries, English language line, world languages, etc.	4. At least one new subject analyzed, described and evaluated each year	Teachers, principal   Priority 1
5. Merit-giving examined and introduced, if appropriate	5. Partner organizations (institutions of higher education) send their students to IPC and award credits for the stay	5.1.a. Partner organizations (professors) identified and contacted 5.1.b. Capacity for merit-giving developed	Principal, teachers, board and council members  Priority 3

## 2. Short Courses

Objective/Goal	Actions/Activities	Measurable Outputs/Indicators	Resources
1. Short courses supported by a Short Courses' Committee	1. A committee that discusses and investigates short courses is set up	1.a. The committee composed of active representatives from the IPC administration, teachers, staff, School Council, Board and Student Union. 1.b. A clear leadership is established and responsibilities divided realistically.	Principal, staff, teachers, School Council Board and Student's Union  Priority 1
2. Courses currently successfully implemented to continue	2. Danish Language Culture and Society Course continues, further development of the English Language Course	2. Danish course: 5 students/year English course: 1 student/year/week	Principal, teachers, external teachers Priority 1
3. Courses currently successfully running evaluated against Core Value criteria	3. Tango, Musical, Shakespeare, Democracy Cookbook etc. shall all be within the profile of the school	3. A credible set of criteria that provide rationale for all summer courses developed	Principal School Council, Board Priority 1
4. New courses developed	4.1. A course with relevant partners (relevant newspapers,	4.1.a. Tested in summer 2011; if successful, to	Short Courses' committee,

	media or major NGOs; all presently working within the profile of the school. Themes related to peace, conflicts, international politics etc.	become a yearly tradition 4.1.b. 50 participants 4.1.c. 1-1½ student/year	Principal and staff at IPC Priority 1
	4.2. A one-week course in cooperation with the Student Union, for and by former students and long course IPC teachers. Work and PR for the course to a great extent done by the Student Union. Target group: Mainly people between 22 and 35 years old.	4.2.a. Tested in summer 2011; if successful, establish as a yearly tradition 4.2.b. 50 participants 4.2.c. 1-1½ student/year	Student Union, Short Courses' Committee, Principal, staff Priority 1
	4.3. A one week's summer course for former students e.g. from the 1960' ies, 1970'ies and earlier	4.3.a. tested in summer 2011; if successful establish as a yearly tradition 4.3.b. 30 participants. 4.3.c. ½ - 1 student/year	Student's Union, Short Courses' Committee, principal, staff Priority 2
	4.4. Folk high school courses for foreigners in DK. Foreigners living to attend a "traditional" Danish Folk High School Course in English (information on Denmark and experience North Zealand through excursions to Elsinore and North Zealand). Income generation important. Two one week courses outside the Summer period. The present teachers to be involved.	4.4.a. Test course Spring or Autumn 2010. 4.4.b. If successful two annual courses (Spring and Autumn) 1 student/year/course 4.4.c. Embassies, UN Organizations based in Copenhagen to be contacted	Short Courses' Committee, Principal and IPC staff  Priority 2
	4.5. Preparatory Courses for Danes going abroad. Intercultural competences, meet foreign cultures. To be arranged in cooperation with already existing consultancy companies.	4.5.a. Establish contact to international companies and consultants in 2010 4.5.b. Course to be tested in 2011 if research shows potential	  Priority 3

### 3. Marketing and Public Relations

Objective/Goal	Actions/Activities	Measurable Outputs/Indicators	Resources
1. IPC learning outcomes are analyzed, described and their unique points properly marketed	1. The academic and emotional learning outcomes of an IPC stay are described and expressed; existing external tools used where appropriate	1. Marketing materials and communication include the mention of learning outcomes; IPC familiar with Europass documents and Co-Citizenship Qualification Framework	Current and former students, marketing coordinator, teachers, principal (Priority 1)
2. The IPC community is used for promotion purposes	2.1. IPC alumni, country contacts and Student Union are supported in their work of promoting IPC	2.1. Effective communication channels, promo materials and online tools are in place	Marketing coordinator, principal, key former students (Priority 2)
	2.2. Current students are prepared for their alumni role	2.2. "Future former student" training becomes an integral part of the IPC experience	Marketing coordinator, other staff members (Priority 3)

3. Organizational partner network developed	3.1. Database of worldwide like-minded organizations developed;	3.1. a. An accessible database is developed 3.1.b. Activities at IPC have the potential to generate partnerships (short courses, guests, academia etc.)	Marketing coordinator, Student Union, key former students (Priority 2)
	3.2. Close and regular contact to "natural" partners	3.2. "Natural" partners identified (e.g. FFD, Cirius) and solid regular contact established	Principal, marketing coordinator, school council (Priority 1)
4. Strategically planned promotional campaigns	4.1. Educational fairs, festivals etc. selected according to strategic needs to strengthen regional IPC presence	4.1. A cost-effective and reasonably flexible regional strategy set up	Principal, marketing coordinator (Priority 1)
	4.2. Promotional campaigns properly planned, carried out and evaluated	4.2. IPC Global Day tradition, viral marketing campaign and calls for scholarship applications used as promotion tools	Marketing coordinator, principal, Student Union, key former students, external specialists (Priority 2)
5. Link building, references and public relations enhanced	5. Active public relations and online presence	5. Free online listings, personal blogs, press releases, local newspapers	Marketing coordinator (Priority 2)
6. IPC website is a solid tool	6.1. Search Engine Optimization (SEO) conducted	6.1.a. SEO of the existing site in English and Danish 6.1.b. SEO in other key languages (pilot with three)	Marketing coordinator, external specialists (Priority 3)
	6.2. Website is updated, user-friendly and "feels-good"	6.2. Critical comments evaluated and incorporated on a regular basis	Marketing coordinator, external specialists (Priority 1)
	6.3. AdWords campaigns contribute to greater online visibility and recruitment	6.3. AdWords campaigns are regularly and closely monitored	Marketing coordinator, external specialists (Priority 2)
7. Consistent visual identity implemented	7. IPC has a recognizable and unique graphical look	7. IPC materials have a consistent and professionally applied visual identity	Marketing coordinator, principal, external specialists (Priority 1)
8. Focus markets exploited	8. Regional and segmental markets defined periodically and actively entered with a view of sustainable presence	8. Each year three markets defined and accessed (e.g. BRIC, Denmark, senior citizens, gap year, Danes abroad etc.)	School council, principal, marketing coordinator (Priority 3)

#### 4. Projects and Partnerships

Objective/Goal	Action/Activities	Measurable Outputs/Indicators	Resources
1. IPC has signed a long term agreement with an organization or institution which will help it develop its teaching methods and its life as a cross cultural school	1.1. Identify possible partners 1.2. Sound out prospectives 1.3. Draft partnership agreement 1.4. Partnership agreement adopted by school council	1.1. Research has analyzed and identified a number of prospective partners 1.2. Meetings & correspondence 1.4. School Council protocol shows adoption	1.1. All stakeholders with Principal as lead 1.2. Principal and/or Chairman of Board 1.3. Principal and/or Chairman of Board 1.4. Chairperson school council Priority: 1
2. IPC has signed a long term agreement with a	All steps as above	As above	As above

development organisation or institution interested in developing its presence and activities in the third world in cooperation with IPC			Priority: 1
3. Contextualize IPC 3.1. Increased and stable engagement with the local community	3.1. Identify local partner for forming international club for young people in Elsinore	3.1. Partner identified. Feasibility being investigated	3.1. Local members of Board and School Council Priority: 2
3.2. Liaise with international organisations – small NGO, UNESCO, adult education organisations	3.2. Analyze prospectives related to subjects taught. Make contact with a small number of organizations	3.2. Liaising has significantly contributed to teaching and activities at IPC	3.2. Principal and teachers Priority: 3
3.3. Prominent persons advocate for IPC	3.3. Create corps of prominent persons. Develop tools which will allow them to advocate efficiently	3.3. Five prominent persons have agreed to take on the task	3.3. Marketing coordinator & principal Priority: 3

## 5. Fundraising and Income Generating Activities

Objective/Goal	Actions/Activities	Measurable Outputs/Indicators	Resources Priority and comments
1. Raise scholarship funds	1.1. Activate Friends of IPC	1.1. Friends of IPC function as an integral part of the IPC system, regular and effective communication is established	Two joint meetings between IPC and FIPC each year Priority: 1
	1.2.a. Activate Danish companies with specific regional interest/connection with the offer to finance a scholarship for people from their country of interest or daughter company	1.2.a. No. of scholarships	Friends of IPC, Board, Principal  Priority: 3
	1.2.b. Use of Corporate Social Responsibility (CSR) programs	1.2.b. Three CSR coordinators contacted per year	Marketing coordinator Priority: 3
	1.3. Donations from former students, supporters, events	1.3. Money raised	Student Union and Friends of IPC Priority: 3
2. Raising funds for specific activities	2. Try out using European Union (EU) funds to supplement financing of selected short courses and other activities	2. One application made and evaluated in terms of amount granted as well as work hours spent on application	A permanent teacher/the principal  Priority: 2
3. Develop a solid rent-out capacity	3. Examine and compare our rent-out offer with local competitors	3. A catalogue of competitive advantages compiled, including the flexibility of hiring extra staff to meet customer needs	Marketing coordinator, principal and administrative staff Priority: 1

## 6. Physical and Psychological Working Environment

Points marked with **bold** letters are demanded by authorities.

Objective/Goal	Actions/Activities	Measurable Outputs/Indicators	Resources
1. Indoor student, teaching and office areas renovated and well-kept; environmentally conscious solutions preferred	1.1. Classrooms refreshed	1.1. Done by 2010	Caretakers and external specialists Priority 2
	1.2. New fireplace in the Common Room	1.2. Done by 2010, est. cost 25000 DKK	Caretakers and ext. spec. Priority 1
	1.3. Functioning ventilation in Party Room	1.3. Done by 2010	Caretakers and ext. spec. Priority 2
	1.4. Game Rooms repaired and renovated	1.4. Done by 2010	Caretakers and ext. spec. Priority 1
	1.5. Skodder – wooden frames covering windows – taken down, dried, repainted	1.5. Done between 2010/2012	Caretakers and ext. spec. Priority 2
	1.6. New windows in the Common Room	1.6. Done in 2010, est. cost 35000 DKK	Caretakers and ext. spec. Priority 1
	1.7. Basement – floors fixed – maybe linoleum solution (most urgently in the laundry corridor)	1.7. First stage done in 2010, continue until 2012	Caretakers and ext. spec. Priority 2
	1.8.a. Students' rooms renovation & insulation	1.8.a. Planned and test unit ready in 2010	Caretakers and ext. spec. Priority 1
	1.8.b. Students' rooms renovation & insulation	1.8.b. One corridor per year, starting 2011	Caretakers and ext. spec.
	1.9. Lights – automatic on/off indoor and outdoor	1.9. Done between 2010/2012, est. cost 60000 DKK	Caretakers and ext. spec. Priority 2
	1.10. All pictures and photos on walls re-hung	1.10. Done between 2010/2012	Caretakers Priority 3
	<b>1.11. HFI – security fuse systems</b>	<b>1.11. Done between 2010/2011, est. cost 80000 DKK</b>	<b>Caretakers and ext. spec.</b> Priority 1
	1.12. Common Room interior design	1.12. Done between 2010/2012	Caretakers and ext. spec. Priority 3
	1.13. General insulation of common areas (corridors, classrooms, Common Room, Big Hall etc.)	1.13. Done between 2011/2012, est. cost 400000 DKK	Caretakers and ext. spec. Priority 2
	1.14. Teachers' facilities and teaching equipment	1.14. Facilities and equipment correspond with current needs and modern teaching methods	Principal & caretakers and ext. spec. Priority 2
	1.15. Separation of garbage continued and performed in all areas of the school	1.15. Garbage is separated so that recycling can be maximized	Everyone Priority 2
1.16. Good working environment	1.16. Flexible approach based	Principal,	

	secured for all departments	on need and budget	caretakers and ext. spec. Priority 1
2. IPC kitchen meets all health, safety and hygiene requirements, equipment is energy-efficient and user-friendly, environmentally-conscious solutions prevail	2.1. New freezer	2.1. Purchased and installed by 2010, est. cost 10000 DKK	Caretakers and ext. spec. Priority 1
	<b>2.2. Stainless steel shelves</b>	<b>2.2. Purchased in 2010, est. cost 10000 DKK</b>	<b>Caretakers and ext. spec. Priority 1</b>
	<b>2.3. Stainless steel trolleys</b>	<b>2.3. Purchased in 2010, est. cost 11000 DKK</b>	<b>Caretakers and ext. spec. Priority 1</b>
	<b>2.4. Improved ventilation</b>	<b>2.4. Installed in 2010, est. cost between 5000 and 10000 DKK</b>	<b>Caretakers and ext. spec. Priority 1</b>
	2.5. Electric pan – in case of further break-downs, investment into a new one considered	2.5. Flexible approach based on need and budget	Principal, caretakers and ext. spec. Priority 3
	2.6. Organic/ecological profile continued and reinforced	2.6.a. Breakfast retains 80% organic raw materials, one meal per day vegetarian	Kitchen staff Priority 1
		2.6.b. Separation of biological waste re-introduced in the dining room and in the kitchen (existing equipment – composters – put to use)	Everyone, kitchen staff and teachers in particular Priority 2
3. Outdoor areas and “secondary” buildings are well-kept	3.1. Outdoor areas by the lake and forest activated	3.1. Done between 2010/2012	Caretakers and ext. spec. Priority 3
	3.2. Overall plan for the park	3.2. Done between 2010/2012	Caretakers and ext. spec. Priority 3
	3.3. Renovation of roof of the Yellow House	3.3. Done between 2011/2012	Caretakers and ext. spec. Priority 2
	3.4. Lecture Hall windows renovated and painted	3.4. Done between 2010/2012	Caretakers and ext. spec. Priority 3
	3.5. The road to Højborgen paved	3.5. Done between 2010/2012	Caretakers and ext. spec. Priority 2
4. Staff Lodgings are well-kept and focus is put on energy-efficient solutions	4.1. New windows in Højborgen	4.1. Done in 2010, est. cost 170000 DKK	Caretakers and ext. spec. Priority 1
	4.2. Insulation of the ceiling in Højborgen	4.2. Done in 2010, est. cost 5000-6000 DKK	Caretakers and ext. spec. Priority 1
	4.3. Measuring meters for the consumption of electricity, heating and water in Højborgen	4.3. Done in 2010	Caretakers and ext. spec. Priority 1
	<b>4.4. Post boxes by the entrance to Højborgen</b>	<b>4.4. Done in 2009</b>	<b>Caretakers and ext. spec. Priority 1</b>
	4.5. Windows changed on	4.5. Done in 2010, est. cost	Caretakers

	Principal's house	45000 DKK	and ext. spec. Priority 1
	4.6. New and smaller hot water tank installed in Principal's house	4.6. Done in 2010, est. cost 20000 DKK	Caretakers and ext. spec. Priority 1
	4.7. Insulation of ceiling on Principal's house	4.7. Done in 2010, est. cost 3000 DKK	Caretakers and ext. spec. Priority 2
	<b>4.7. New lodging contracts based on the valuation rents set by the valuation committee</b>	<b>Signed contracts</b>	<b>Board &amp; principal</b>  Priority 1
5. Information and Communication Technology kept up-to-date with students' and staff needs	5.1. Internet bandwidth doubled (second DSL line and corresponding software)	5.1. Done when the need becomes urgent	Caretakers and ext. spec. Priority 3
	5.2. One or two access points in each corridor	5.2. Done when the need becomes urgent	Caretakers and ext. spec. Priority 3
	5.3. Internet wiring to all teachers' lodgings	5.3. Done by the end of the period	Caretakers and ext. spec. Priority 3
6. Internal communication is positive and efficient, decision-making transparent and the working spirit cooperative	6.1. Good and constructive communication among staff and IPC stakeholders is maintained, reflected upon and improved, when the need arises	6.1.a. If not on paper, then at least in the leadership's minds, there's a clear communication and decision-making diagram that's put into practice	School Council, Board, Principal, staff Priority 1
		6.1.b. A crisis management plan (in case of emergency – fire, health hazard, injury, death and/or other extraordinary situations) exists and all staff is trained to follow it if the need arises	Principal, staff  Priority 1
	6.2. The roles, rights, duties and responsibilities of all IPC-related bodies and individuals are briefly and clearly described and available for those interested	6.2. Questions such as what/who is: Liaison Committee, Friends of IPC, Student Union (and its Board), School Council (and its Board), the Principal, long-term external contractors, Contact Families, Student Teachers, Student Council, Contact Groups, FFD, Cirius etc. can be answered by anyone related to IPC and easily illustrated (a diagram of "checks and balances")	Leadership of the school  Priority 3
	6.3. Employee development talks with the principal	6.3. Once per year per employee	Principal Priority 1
7. Reduce IPC/participant expenses	7.1. Volunteers used to complement paid staff	7.1.a. A qualified EVS volunteer is helping in the IPC office 7.1.b. A militærnægter helping the caretakers 7.1.c. Other volunteer possibilities actively used whenever appropriate and needed	Relevant person responsible for a category of staff  Priority 2