



Rudolf Steiner College Canada

for Anthroposophy • Waldorf Education • Arts



2021/22 to 2025/26 Strategic Plan

From the Board Chair



In his book *How to Know Higher Worlds*, Rudolf Steiner describes six qualities, sometimes referred to as the six basic exercises, that are an essential requirement for a spiritual training. Put succinctly these qualities are: logical thinking, acting in logical sequence, perseverance, open-mindedness, positivity or faith in the power of one's intentions, and equanimity. It is remarkable the extent to which these six qualities relate to the challenge of publishing a five-year strategic plan.

This plan comes out of a rich, on-going conversation among board members, faculty, volunteers, students, and donors. We have challenged each other as to its sense and logic. Our stated objectives definitely follow logically from our previous three year plan. In fact there are only a few new initiatives here. Most of it focuses on consolidating work that is already started. As an extended team, we are certainly developing perseverance. Yet we know that not everything we are planning will work out the way we want. We will strive to face facts honestly and stay open to making changes as needed. Publishing a five-year strategic plan certainly is an act of faith, and we are optimistic about achieving our objectives. We will try to keep our equanimity as we celebrate successes and meet future challenges.

Most seeds do not really look like much. Viewed from some perspectives, RSCC may not look like much either. It's a small organization with only a few full-time staff. We do not have a big budget compared to other national charities. Our class sizes are modest. All true. But so is the fact that we are a seed for the future of social life. The teacher and early childhood education programs we provide can help protect the kingdom of childhood. Our biodynamic farmer education program can help grow healthy food in healthy soil. Our social initiative leadership program can help those "beggars for the spirit" we call friends to find their own way forward. If you are reading this, I hope you will stay connected with us, grow with us, and support us however you can.

A handwritten signature in blue ink that reads "Robert McKay".

Robert McKay,
Chair, Board of Trustees



Hands-on learning at the RSCC Summer Festival

From the Executive Director



For decades, Waldorf education has been carried by pioneering individuals who made great personal sacrifice to develop what we have today. Building on these foundations, Rudolf Steiner College Canada encompasses about 40 dedicated staff, teachers and mentors who work hard supporting our programs and helping them to grow. All of them have extensive experience in Waldorf education and anthroposophy.

We are encouraged by the extent to which we were able to realize the goals we set with our last strategic plan in 2018. Now that RSCC has been recognized in Ontario as a private career college, we can work towards expanding our work across Canada. In this next strategic period, we plan to launch new private career college programs such as Biodynamic Farming Training and Social Leadership Training, as well as developing online programs and continuing to grow Star Seedlings childcare centres for the protection of the earliest years of childhood. In the years ahead, the College will be reaching out to the periphery, to meet the needs of Canadians seeking answers to their questions in these times, whether it be in education, sustainable farming, personal development or social leadership. We look forward to the next five years with hope and optimism.

James Brian

James Brian,
Executive Director

Some of the participants in an RSCC Youth Retreat at Glencolton Farms



1. Vocational Training

Objective 1 - Strengthen Waldorf Teacher Education

RSCC will continue to enhance the quality, reputation, and enrollment of our existing Waldorf Teacher Education and Early Childhood Education vocational and professional development programs, and continue to add new programs as they are called for, such as the currently-in-development part-time program for Waldorf high school teachers.

Approach

RSCC will continue to develop our capacity to recruit Canadian and international students to these programs by improving our social marketing capacity and facilitating enrollment through tuition payment support programs. We will also continually work to improve the quality of these programs, based on input from schools, graduates and others.

Measures

i) RSCC will strive to achieve the following annual program-specific enrollment targets:

Program	Enrollment Targets				
	21/22	22/23	23/24	24/25	25/26
Teacher Education Full-Time	6	8	10	12	12
Teacher Education Part-Time	15	20	25	25	25
Early Childhood Education Full-Time	1	5	5	5	5
Early Childhood Education Part-Time Birth to Seven	9	12	15	18	20
Early Childhood Education Part-Time Birth to Three	NA	5	NA	5	NA
Summer Festival Program	80	100	120	140	140
H.E.A.R.T. Program	7	7	8	8	8

ii) RSCC will continue to engage with Waldorf schools, Waldorf-inspired childcare centres, educators, recent graduates, and others to seek suggestions for improving the quality of our programs. This engagement will include at least two focus group meetings per year and an annual survey.

Objective 2 - Post-Graduate Waldorf Teacher Mentoring Program

RSCC will institute an enhanced mentoring process for Waldorf teachers graduating from the full-time and part-time programs, providing them with on-going support in the early years of their teaching career. In combination with support for these new teachers from the school they join, this program aims to facilitate the transition from new graduate to established Waldorf teacher.

Approach

RSCC will hire mentors to provide one-on-one mentoring for each program graduate. These mentors will be senior or retired Waldorf teachers who will have formal mentoring responsibilities. These relationships will require a three-way contract between RSCC, the school, and the new graduate, clarifying expectations, roles and responsibilities.

Measures

RSCC will continue to track our graduates, looking at several factors including if they find work in their profession following graduation, how long they continue in their profession, and their experience of the transition from education to employment.



Above and below: Class of 2020 RSCC Teacher Education graduate Sihui Huang, teaching a grade eight chemistry lesson at HaiRong School in China. Photos by David Tian.



Objective 3 - Workshops on Meditative Work for Waldorf Teachers

RSCC will support the meditative work of individual Waldorf teachers and the collective meditative work of Waldorf faculties, by offering workshops on the anthroposophical path of knowledge and the self-care of the teacher.

Approach

On an annual basis, RSCC will invite Waldorf schools from across North America to apply for a workshop. RSCC will meet as many of these requests as we can given other commitments. Workshops will be designed collaboratively with selected schools.

Measures

Participant evaluation forms will be used to track the perceived value of the workshops and provide insights to improve the offering.

Objective 4 - Supporting Indigenous Waldorf Education

RSCC will strive to support the expansion of Indigenous Waldorf education in Canada and the United States by providing teacher education services, collaborative curriculum development, and helping to raise funds for Indigenous-led initiatives. RSCC will collaborate with the Douglas Cardinal Foundation for Indigenous Waldorf Education and other Indigenous organizations in this work.

Approach

RSCC will seek out Indigenous communities who are proceeding with Waldorf-related initiatives and offer to help where we can.

Measures

As RSCC will be in a supportive role in these projects, what constitutes success will be defined by the Indigenous-led organizations.

Objective 5 - Biodynamic Farmer Education Program

RSCC will launch and grow the Biodynamic Farmer Education and Mentoring Program in partnership with Demeter Canada and provincial biodynamic associations.

Approach

In 2021/22, RSCC will prepare the program for launch in 2022/23. The program will be modified and improved over the first few years, with the focus shifting to enrollment in 2024/25 and beyond.

Measures

- i) Secure PCC approval for the course in 2021/22 and launch in 2022/23
- ii) RSCC will strive to achieve the following annual enrollment targets:

Program	Enrollment Targets				
	21/22	22/23	23/24	24/25	25/26
Biodynamic Farming Program	0	4	4	8	12

Objective 6 - Social Initiative Leadership Program

RSCC will launch and grow the Social Initiative Leadership Education and Mentoring Program, in partnership with members of the Association for Social Development and other anthroposophical organizational development specialists.



Marionette show based on a story developed in consultation with an Indigenous RSCC student.

What Do RSCC Full-Time Teacher Education Graduates Say About the Program?



Ariadna Castillo - Class of 2019: *“I have had special opportunities to experience different courses, trainings, countries and cultures. But there are no words to express how meaningful my experience at RSCT has been for me and how it has changed my path. I found a family that took me by the hand and accompanied me to a great immersion in Waldorf pedagogy. I will always have a special place in my heart for all the amazing people who shared their knowledge with so much love, patience and wisdom. Now two years after graduation my teachers are still there for me, guiding and holding my hand through the hard times.”*



Sulamita Herrera Gomez - Class of 2019: *“Anthroposophy and Waldorf education are so deep. It was good to have the opportunity to fully immerse myself in the learning, to think about it, and to reflect on it. I was able to be present with my full self every day of the year. I appreciated the weaving between the content and the artistic courses. This opportunity to build skills in the arts and see progress is a really important part of the full-time program. Doing the full-time program was difficult because of the finances but I advise everyone to do it!”*

Approach

In 2021/22, RSCC will prepare the program for launch in 2022/23. The program will be modified and improved over the first few years, with the focus shifting to enrollment in 2024/25 and beyond.

Measures

- i) Secure PCC approval for the course in 2021/22 and launch in 2022/23
- ii) RSCC will strive to achieve the following annual enrollment targets:

Program	Enrollment Targets				
	21/22	22/23	23/24	24/25	25/26
Social Initiative Program	0	4	6	10	12

2. Cultural Outreach/Anthroposophical Adult Education

Objective 7 - Strengthen Foundation Studies Programs

RSCC will continue to enhance the quality, reputation, and enrollment of our existing foundations studies programs: Foundations Encounter and Foundations Distance.

Approach

RSCC will strive to offer the Foundations Encounter program in three communities per year, with an average enrollment of 10 students, and continue the expansion of the Foundations Distance Program, adding additional mentors as required to keep up with demand.

Measures

RSCC will strive to achieve the following annual enrollment targets:

Program	Enrollment Targets				
	21/22	22/23	23/24	24/25	25/26
Foundations Encounter (3 communities)	15	30	30	30	30
Foundations Distance	90	100	110	120	130

Objective 8 - Exploration in Anthroposophy Short Courses

RSCC will launch and develop Explorations in Anthroposophy across Canada, a new program that will provide shorter, in-person courses on a variety of anthroposophical themes. These courses can be taken individually or as modules of a larger program. At maturity, Explorations in Anthroposophy will form another type of foundations program. Where possible these courses will be offered in partnership with branches of the Anthroposophical Society in Canada and other sister organizations.

Approach

RSCC will launch the new program in 2022/23, steadily growing the number of courses over the years. By 2025/26, courses will be offered in at least three communities across Canada.

Measures

RSCC will strive to achieve the following annual enrollment targets: (see page 10)



Above: Robert McKay leads an introduction to anthroposophy session for the general public at RSCC.



“Anyone who looks anxiously and fearfully towards the future hinders his development, hampers the free unfolding of his soul-forces. Nothing, indeed, obstructs this development more than fear and anxiety in the face of the unknown future. But the results of submitting to the future can be judged only by experience. What does this humbleness mean?

Ideally, it would mean saying to oneself: Whatever the next hour or day may bring, I cannot change it by fear or anxiety, for it is not yet known. I will therefore wait for it with complete inward restfulness, perfect tranquility of mind. Anyone who can meet the future in this calm, relaxed way, without impairing his active strength and energy, will be able to develop the powers of soul freely and intensively. It is as if hindrance after hindrance fall away, as the soul comes to be more and more pervaded by this feeling of humbleness towards approaching events.”

— Rudolf Steiner, from *Metamorphosis of the Soul*, Vol 2

Program	Enrollment Targets				
	21/22	22/23	23/24	24/25	25/26
Number of Courses (7 session courses)	0	2	8	12	16
Total Number of Participants (8 per course)	0	16	64	96	128

Objective 9 - Develop and Launch Online Courses

RSCC will launch and develop RSCC Online courses composed of online self-study modules and video conferencing group meetings. Specific courses will be developed for the Waldorf community: faculty, administrators, board members and parents. Other courses will be developed for people interested in learning more about anthroposophy.

Approach

RSCC Online will develop and launch two courses annually. Registrants will have options to purchase the self-study modules only at a low price, or the full course including Zoom sessions with faculty. Courses will include an optional online course exam.

Measures

RSCC will strive to achieve the following annual enrollment targets:

Program	Enrollment Targets				
	21/22	22/23	23/24	24/25	25/26
Number of Courses (cumulative total)	0	2	4	6	8
No. of Participants (online only + full course)	0	25	100	150	200

Objective 10 - Eurythmy Youth Summer Intensives

RSCC will offer Eurythmy Youth Summer Intensives in the summer of 2023 and, pending the success of the first event, again in the summer of 2025. At these intensives, young adults will be provided with a transformative and joyous experience of eurythmy, other artistic experience, anthroposophical studies, and various field trips. The intensive will culminate with a community presentation developed by the participants.

Approach

The program will be developed and administered by a faculty including eurythmists, anthroposophical educators, and a project manager. The program will run six days a week for at least two weeks and will include daily eurythmy experience designed for people new to the art form. Accommodation and meals will be provided as part of the immersive experience.

Measures

i) RSCC will conduct a formal evaluation of the 2023 session, including interviews with faculty and participants at the end of the month, and subsequently, to assess how the experience affected their lives and what it meant to them. This research will inform improvements that can shape the 2025 event.

Summer Festival students doing Spacial Dynamics en plein air:



Star Seedlings children out for a winter picnic



3. Anthroposophical Service Work

Objective 11 - Expansion of Star Seedlings Childcare Centres

The Star Seedlings Family and Childcare Centres enterprise will continue a careful expansion over the next five years, opening one new centre each year.

Approach

Each new site will be developed in partnership with any local Waldorf schools and based on site-specific board-approved business plans. The board will be seeking evidence that the site can achieve self-sustaining profitability by year two of operations. The plan is for each centre to offer parenting education courses based on a consistent approach developed by the RSCC’s childcare director.

Measures

i) Expansion

New Sites	Targets				
	21/22	22/23	23/24	24/25	25/26
Cumulative No. of Star Seedlings Centres	1	2	3	4	5

ii) Each site will be consistently profitable by the end of the 2nd year of operations. Profit will be used to repay site-specific loans and to support further expansion.

4. RSCC’s Organizational Development

Objective 12 - Management Excellence Audit

In 2021/22, RSCC will conduct a comprehensive not-for-profit management excellence audit to develop an agenda of organizational development projects for the remaining years. This will focus on developing and updating all organizational policies and procedures including human resources, procurement, financial management, data protection, and risk management.



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