



2021/22 to 2025/26 Strategic Plan

From the Board Chair

In his book

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.

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.

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)

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

1 RSCC will offer Eurythmy and Waldorf arts and crafts intensives for youth in the Waldorf community.

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 newsite 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

