



Rudolf Steiner Centre Toronto

An Evolving Exploration into the Head, Heart and Hands of Energy Descent



Strategic Plan

2018-2021

Letter from Robert McKay, Chair, Board of Directors

On behalf of our Board of Directors, I am pleased to present the Rudolf Steiner Centre Toronto's Strategic Plan for 2018/19 to 2020/21.

This is the first strategic plan based on the renewed imagination for the Rudolf Steiner Centre Toronto (RSCT).

RSCT will become an effective, national charity supporting cultural renewal across Canada by providing vocational programs, cultural outreach programs, and social services out of the transformative resources of anthroposophy.

We are mindful that our ability to expand in new directions depends on strengthening our core programs. This three-year strategic plan balances our aspirations with a strong focus on our immediate priorities.

We have tried to calibrate our objectives based on a sober estimation of where we are now and what we can reasonably hope to achieve in these three years.

Our thanks to the many community members who participated in our strategic planning process! You helped us expand our sense for what is possible and also helped us focus in on what is needed now.

It is our deepest hope that RSCT can continue to be a living expression of anthroposophy in Canada. We look to all of you for support and guidance as we move forward.

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Letter from James Brian, Executive Director

The anthroposophical impulse is weaving its way deeper into the world, bringing enlivening forces that can help heal our souls and revitalize our culture.

This impulse is carried by a growing network of individuals and organizations around the world. Collectively, we face real challenges and resistance. Serving anthroposophy is great work but it is not always easy work.

In this context, it is vital that RSCT becomes an increasingly effective focal point in Canada. We need to become a nexus of partnerships, of collaboration and of new opportunities that bring people together.

In order to do that, we have to strengthen the organization in a variety of ways. This stretches from developing more efficient day-to-day administrative systems through to learning how to track the effectiveness and quality of our programs with our partner organizations over time. This work is well underway and will support our achievements over the next few years.

I want to thank Jan Patterson, Director of Early Childhood Education, Gene Campbell, Director of Foundation Studies Distance, Paul Hodgkins, Director of Foundation Studies Encounter and all the extended faculty for the quality of



teaching and the dedication they bring to the Rudolf Steiner Centre. In its 37 years of existence, RSCT has known countless supporters both past and present: far too many to name. To them, I offer a strong expression of appreciation and gratitude for building the foundation upon which we

are hoping to realize the goals of this strategic plan. It is truly an honour to be working with so many amazing people in this RSCT community, both near and far. I am thankful for all your support in helping to facilitate this future vision which can be of benefit to so many.



Ten-Year Vision for Supporting Cultural Renewal Across Canada through

Over the next decade, the Rudolf Steiner Centre Toronto (RSCT) will strive to realize its full potential as an organization dedicated to fostering cultural renewal across Canada through the transformative resources of anthroposophy. Over the next decade, the RSCT will strive to become an effective, national charity that provides anthroposophical vocational programs, cultural outreach programs, and anthroposophically-informed social services.

Vocational Programs

Building on our current programs, RSCT will strive to bring the highest quality of education and training opportunities to people wanting to work out of anthroposophy. To realize this goal, RSCT will become a recognized private career college in Ontario offering a growing range of diploma-granting vocational programs.

Building on its Waldorf teacher education and Waldorf early childhood education programs, RSCT will expand to offer programs in other anthroposophically-based vocations. Wherever possible, RSCT will work in partnership with relevant organizations to design, deliver and sustain these programs.

This work will begin at the Thornhill Campus and may be

expanded to other educational sites across Canada. Our guiding measure for our vocational programs will be the success of those who earn our diplomas in their respective fields.

Cultural Outreach

Recognizing the contemporary importance of cultivating a wide-spread awareness of anthroposophy, RSCT will



Through the Transformative Resources of Anthroposophy

undertake various initiatives to support the introduction of anthroposophy into Canadian culture. This will include providing adult education programs, sponsoring artistic events and engaging the general public through the media and social media.

It will be our goal to bring anthroposophy to Canadians in living ways, where concepts are warmed and enriched through artistic and meditative experience where possible.

This work may include establishing self-sustaining hubs for anthroposophical work in cities and towns across the country as outposts for anthroposophy that can serve to support local adult education initiatives.

In addition to on-site learning opportunities, RSCT will develop innovative distance learning options for people interested in deepening their understanding of anthroposophy.

We will balance our courage to stand publicly with Anthroposophia, knowing full well that anthroposophical concepts and ideas are apt to generate derision in some, with our desire to offer anthroposophy in freedom so that it may be found by those for whom the time has come.

Anthroposophical Service Work

RSCT will expand into various forms of anthroposophical service work designed to meet day-to-

day needs in Canadian communities out of the unique insights and resources of anthroposophy. Service enterprises that the board will consider include a Waldorf school establishment support team, childcare centres and home kindergartens, palliative care homes, retirement communities, biodynamic farms, and biodynamic gardening centres.

A guiding principle in developing these ventures will be fiscal responsibility. Ideally these enterprises will generate some seed capital to sustain a carefully sequenced national expansion of these service offerings, that we might benefit as many Canadians as possible through this good work.



Major objectives statements with commentary & milestones

Vocational Programs

Objective 1 - Increase enrolment in the Waldorf Teacher Education and Early Childhood Education programs to ensure our financial viability

MEASURE: Set progressive annual enrollment targets for each program and track results:

Full-time Waldorf Teacher Education Program

Part-time Waldorf Teacher Education Program

Full-time Waldorf Early Childhood Education Program

Part-time Waldorf Early Childhood Education Program

Summer Festival Program

HEART Remedial Education Part-Time Program

APPROACH: RSCT will work to improve our expertise in student recruitment, including our use of social marketing to reach prospective students across Canada and around the world. RSCT understands that the quality of our programs is our best promotion.



Objective 2 - Continuously improve the quality of the Waldorf Teacher Education and Early Childhood Education programs to ensure our graduates thrive in their careers

MEASURE: Percentage of program graduates who work for three years or more in their respective field.

Results of an annual survey of our students, graduates, Waldorf schools and other partner organizations and community members.

APPROACH: Work with AWSNA and WECAN to ensure RSCT programs are meeting and exceeding all accreditation quality requirements.

Work with AWSNA and Waldorf schools to find innovative ways to support our graduates in making a successful transition to teaching in a Waldorf school.

Objective 3 – Register RSCT as a Private Career College in Ontario that can grant vocational diplomas in Waldorf Teacher Education and Waldorf Early Childhood Education

MEASURE: Secure approval from The Ministry of Advanced Education and Skills Development (MAESD) to become a Private Career College in 2018/19. Begin operating as a Private Career College in 2019/20.

APPROACH: Engage a consultant to help RSCT meet regulatory requirements to secure MAESD approval.

Develop efficient systems to manage the increased accountability and reporting requirements as set out by MAESD.

Objective 4 – Assess the feasibility of offering other anthroposophical vocational diplomas in future

MEASURE: Report with recommendations submitted to the board of directors in 2020/21.

APPROACH: Beginning in 2019/20, engage with partner organizations and conduct an assessment of the anthroposophical vocational programs in North America. Based on research and engagement, identify opportunities and challenges in launching new vocational training programs through RSCT.

Develop a report with recommendations that can feed into the next three-year strategic planning process.



Cultural Outreach

Objective 5 - Strengthen and expand the existing Foundation Studies programs

MEASURE: Both Foundations Encounter and Foundations Distance programs are thriving with steadily expanding enrollment.

APPROACH: Expand our faculty for the Foundations Encounter Program and expand the team of mentors for the Foundations Distance Programs.

Offer the Foundations Encounter Program three times over the next three years of the strategic plan in third location, in addition to Thornhill and the Waldorf Academy.

Objective 6 – Launch an online adult and continuing learning platform to support present programs such as Foundation Studies and HEART, with an initial focus on teacher mentoring

MEASURE: RSCT launches an online and continuing education enterprise in 2018/19 that is making a profit by 2020/21

APPROACH: Launch the program in 2018/19 based on the board approval of a business case that provides reasonable expectations of profit by 2020/21.

Develop, promote and launch initial courses in 2018/19, with expansion as per the business case over 2019/20 and 2020/21.



Foundation Studies Distance Graduate:

As a full time grades teacher and mother of a young child (with another on the way in less than two weeks), I had searched for years. When I discovered the RSCT distance program (I don't know why I hadn't found it sooner. Is it new?) I couldn't believe it. I figured there must be a catch--to have something so affordable, so accessible, and so flexible, and yet was built around human interaction and an actual mentor whom I would see and speak with regularly.



Objective 7 – Prepare to launch a three-year pilot project of an Anthroposophical Hub in one community in Ontario

MEASURE: Develop a detailed project plan (business case, letters of support, implementation schedule) to submit to the board of directors in 2020/21.

APPROACH: Beginning in 2018/19, develop a conceptual model of an Anthroposophical Hub based in part on examples from the anthroposophical community and other progressive social movements.

Identify a community and individuals who are interested in such a project. Develop the full proposal for the board to inform the next three year strategic plan.

Objective 8 - Launch an anthroposophical summer retreat for young adults

MEASURE: RSCT launches an annual summer retreat for young adults with promotions beginning in 2019/20 and the first retreat held in the summer of 2020/21.

APPROACH: Launch the enterprise in 2019/20 based on board approval of a program model and business case that shows a reasonable return on investment within the first three years. Develop and promote the first retreat in 2019/20, to be held in the summer of 2020/21.

Despite [having] 12 years of class teaching experience and fairly extensive independent studies in Waldorf education and anthroposophy, I now feel better prepared than ever not only to do my work, but to do the work of life. As hackneyed as it may sound, I feel that my foundation studies experience has made me a better person, and that in the end it had a lot less to do with my work and a lot more to do with my being in general. I am so thankful that your program made this opportunity possible for me.

– Krista Clarke,
Monterey Charter Waldorf School, California

Service Work



Objective 9 - Launch a national Waldorf Childcare Enterprise across Canada to meet the needs of parents seeking a high-quality childcare and kindergarten environment for their children

MEASURE: Launch one financially viable childcare centre in Ontario in 2018/2019. Launch two more centres in Ontario over the next two years.

APPROACH: Develop expertise in the management of childcare centres to lay the foundations for a national Waldorf Childcare Enterprise.

Select a community, identify and hire a centre supervisor, locate an appropriate location, rent and prepare the location, apply and secure licence to open the first centre in 2018/2019.

Objective 10 - Assess the feasibility of other anthroposophical service work enterprises in future

MEASURE: Submit recommendations to the board of directors in 2020/2021.

APPROACH: Beginning in 2019/2020, engage with partner organizations and assess anthroposophical service work opportunities. Based on this research and engagement, identify opportunities and challenges in launching additional service work enterprises through RSCT.

Develop a report with recommendations that can feed into the next three-year strategic planning process.

Our Strategic Planning Journey

Developing a strategic plan requires the collaborative work of the board, the staff, volunteers, funders, partners and other representatives from the community.

RSCT is blessed to have a wonderfully creative and warmly engaged community of colleagues and friends. Their insights and contributions were essential on this journey.

This three-year plan has its origins in the February 2017 RSCT board retreat at which the board members considered a range of alternate visions for the organization's future.

Sensing that RSCT is at a turning point, the board was inspired to put forward a bold 10 Year Vision built around three intertwined initiatives: expanding our vocational training, enriching our cultural outreach programs, and launching new anthroposophical service initiatives.

The board then proceeded to conduct an international search for an Executive Director who could help RSCT realize this vision. The board was delighted to hire James Brian for this pivotal role in May.

Over the summer, James and several of the board members discussed the new vision in small group settings and in one-on-one conversations with leaders from local Waldorf schools, funders, staff and volunteers, and other community members. Initial reactions were mixed.

Some were excited with the potential and hope expressed in

the vision. Others raised concerns about its ambition and scope, the risk of moving beyond RSCT's core business of Waldorf teacher education, and the need to strengthen existing programs before considering new activities.

To continue the conversation, at Michaelmas 2017, RSCT held the first of two community engagement sessions. Over 45 people attended the first session, participating in an "open space" process to generate ideas for how to bring the new vision to life.

Participants responded to this opportunity to imagine into the future by generating an abundance of fresh ideas, potential projects, and creative suggestions for how RSCT could move toward the 10 year vision. It was an exciting, energizing day!

Based on this rich input from the community, but also mindful of the concerns that had been raised, the board and staff worked to develop a first version of the strategic plan over the next several months. This involved making tough choices with an eye to charting a feasible, organic path of evolution for the organization.

This first version of the plan was presented to a group of 35 community members on February 4, 2018. Participants were asked to struggle with the hard questions: Where should RSCT focus its limited resources over the next three years? What matters most? What is truly practical given the organization's strengths and challenges?

The participants worked hard, suggesting substantial changes to the draft plan. People left the session tired but with the sense of having done a good day's work.

Later that month, the plan was the focus of the board's 2018 retreat at which the board members and staff worked to further refine the plan, striving to land on a set of objectives that are timely, measurable, and move the organization toward the vision at a balanced pace.

In addition to healthy thinking and feeling, the board and staff worked meditatively, striving to hear into the inspirations and direction flowing from the spiritual world.

As the RSCT team works to implement this plan, we will continue to engage with the community, reporting back on our progress, and seeking continued advice and support. Our success depends on your continued support!



From RSCT Graduates

Professional Development for Waldorf Early Childhood Teachers Part-Time



The time spent at the Steiner Centre with Jan Patterson and all of our class was transformative and inspiring. I have a completely new take on life, myself and my destiny as a teacher and especially the levels of responsibility as a teacher - to do my best for them and that requires doing the best for myself as well.

This endeavour, becoming an early childhood teacher has pushed me well beyond what I thought I knew about humanity, about myself and others. I feel more conscious and mindful in my life, more thankful, more beautiful and graceful and able to give and receive love. I am more respectful of boundaries for myself and others.

Mostly I realize this is really only the beginning of a sacred journey I feel so blessed to be on.

– Kyra Walker Pearson, Graduate of the 2016-2018 cohort

Professional Development for Waldorf Teachers Full-Time

To speak a language, you have to be immersed in it as in the full-time program. The year gave me a fuller understanding of Rudolf Steiner pedagogy, anthroposophy and the practical life of being a Waldorf teacher. The social bonding as a class enables collaboration. I haven't worked so hard since Grade 12.

– Cameron Dickey, full-time, 2017-18



It was an incomparable experience, it led to the transformation that I needed, a clear sense of what I needed, it turned me inside out. The focused working together, the relationships built through people, the immersion with the whole campus – it was a place where I had so many resources available to me to support my growth.

– Ariel-Paul Saunders, full-time, 2016-17

A Word from One of Our Donors



Photo: Julian Mulock in 2017, with staffs he made for a local production of one of Rudolf Steiner's mystery dramas, "The Portal of Initiation".

The Cawthra Mulock Foundation was created by my parents, Cawthra and Julyan Mulock, in the 1970s, while they still lived in England, to support their intense interest in the Camphill and Waldorf school movements.

Their particular interests lay in supporting initiatives in my father's native Canada.

Their full involvement emerged from the needs of their eldest son.

He attended the original Camphill community in Scotland, a centre based on the indications of Rudolf Steiner for those with special needs.

It followed then that I attended a Waldorf school in England at Wynstones in my first years, moving to Michael Hall for Grade Four where I was to remain until graduating in 1978. I was soon to be joined there by my two other brothers. It was a glorious

education, so rich and wide in its subject matter and the outstanding care and quality of its teachers.

I believe that we developed a real world view, wide knowledge and compassion. There was rigour in the traditional subjects but time for astronomy, geology, projective geometry, world mythology and religions, the arts, classical Greek, Latin and much else.

The original intention of the Cawthra Mulock Foundation was to support Camphill in Canada but the time had not yet come, while in the meantime Canada's first Waldorf School was coming into being.

My parents were among the founders of the Toronto Waldorf School and with personal as well as Foundation support they proudly and joyfully helped bring this new and exciting initiative

into being. Camphill was to follow and again received personal and financial support from my parents and the Foundation. My mother Julyan served for many years as chair of the Camphill board.

New Waldorf schools came into being in Ontario, and supporting them was the new Rudolf Steiner Centre Toronto, among the many purposes of which was to provide full and part time Waldorf teacher training.

Here was a natural fit for the Cawthra Mulock Foundation. It was through personal experience that my parents knew that the high quality of Waldorf education lay in the extraordinary depth and brilliance of its teachers.

I am honoured to have served on the boards of both the Waldorf School Association of Ontario – the organization founded to bring the Toronto Waldorf School into being – and the Rudolf Steiner Centre Toronto.

I am the third chair of the Cawthra Mulock Foundation, following first my father and then my mother, and I and my fellow board members take great joy in doing everything that we can to encourage and support Waldorf education and the Rudolf Steiner Centre Toronto, particularly as it continues and expands its essential work in ensuring, among other things, the quality of Waldorf education.

– Julian Mulock, on behalf of the Cawthra Mulock Foundation

A Message from RSCT Pioneer Shirley van Houten-Routledge

I am quite excited about the wide and all-encompassing vision.

I trust the imagination reaches the inspiring heavenly powers also, and will bear fruit in coming times.

Keep me informed please!

Fifty Years on Campus

In the 50 year history of this campus we can see how the dedication of a small group can sow seeds that mature into a valued enterprise.

Note the founding of Toronto Waldorf School, Rudolf Steiner Centre, and Hesperus Village.

The campus has become a resource centre and contribution to a life style caring for childhood, adulthood and elderhood.

Canadian Human Culture

The vision of the Rudolf Steiner Centre is to expand and grow this adult 'centre' contributing to a Canadian human culture, a new way of existence for a society founded on spiritual understanding for all levels of life.

Individual Initiative

Inwardly we develop as human beings morally consistent, inspired and carried by individual initiative.

Outwardly we become a community, a movement of professional applications and collaboration in all fields of life.

Maybe invisible, but a new human culture already exists globally by engaging thousands of people whose lives have been touched by Rudolf Steiner in spiritual inspiration and its practical applications.

Warmly,

Shirley van Houten-Routledge

Photo below – RSCT pioneers L-R in front of the hallway mural: Diana Hughes, Wendy Brown, Yvonne Philpott and Shirley Van Houten with new executive director James Brian.



A Few Words from Rudolf Steiner, on Initiative

For the anthroposophist this proverb must hold good. He must say to himself:

“Now that I have become an anthroposophist through my karma, the impulses which have been able to draw me to Anthroposophy require me to be attentive and alert.

For somehow or somewhere, more or less deeply in my soul, there will emerge the necessity for me to find inner initiative, — initiative of soul which will enable me to undertake something or to make some judgment or decision out of my own inmost being.”

Verily, this is written in the karma of every single anthroposophist: “Be a person of initiative, and beware lest through hindrances



of your own body, or hindrances that otherwise come in your way, you do not find the centre of your being, where is the source of your initiative.

Observe that in your life all joy and sorrow, all happiness and pain will depend on the finding or not finding of your own individual initiative.”

This should stand written as though in golden letters, constantly before the soul of the anthroposophist. Initiative lies in his karma, and much of what meets him in this life will depend on the extent to which he can become willingly and actively conscious of it.

– Rudolf Steiner (*Esoteric Observations of Karmic Relations*)





Rudolf Steiner Centre
Toronto

