THE SALVATION ARMY’S MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the Gospel of Jesus Christ and meet human needs in His name without discrimination.
THE SALVATION ARMY: ITS CHARACTER AND PURPOSE

The Salvation Army is an organization composed of persons who know their sins have been forgiven and are united in love for God and humanity. The purpose of The Salvation Army is to bring others into relationship with Jesus Christ.

The word "Salvation" indicates the purpose of the organization; namely, to persuade all people to submit to God, embrace the salvation provided for them in Christ, accept God the Father as their King, obey His laws and spend their lives in favor with God both here and hereafter.

The word "Army" indicates that the organization is a fighting force, constantly at war with the powers of evil. In addition, there are certain features of construction and government that resemble a military Army. It differs, however, from all such armies in that its object is not to slay but to save.

An Officer of the Army is a man or woman who:
  a) has left ordinary pursuits or occupations;
  b) has consecrated his/her life to the service of God and the people;
  c) has undergone a course of training;
  d) and is engaged in full-time service as a leader in The Salvation Army's ranks.

Without dedicated and capable leadership the organization would be frustrated in its efforts to extend the kingdom of God and alleviate the ills of mankind. The Salvation Army officer is required to serve efficiently in many fields of endeavor.
COLLEGE FOR OFFICER TRAINING STATEMENT OF PURPOSE

The purpose of the College for Officer Training is to develop men and women, in knowledge, capabilities, spirit and character, who will be able to sustain and advance the mission of The Salvation Army in the salvation of the world. To this end, the commissioned officer should possess the character and skills necessary to seek the lost and bring them to a saving knowledge of Jesus Christ; to bring the convert to membership in a local corps; to teach and train soldiers and volunteers for involvement in the Army's ministry of service; to teach, preach and model the eternal truths of God's Word; to secure and manage the resources required in the Army's salvation enterprise; and to advance the Army's interest in and service to the local community.

The development of such skills is to be achieved by a combination of classroom instruction and supervised field training experiences. The formation of such character comes about by capitalizing upon opportunities for corporate worship, group and private prayer, spiritual guidance and instruction, and accountability to mentors and spiritual advisors.

COMMISSIONING AND ORDINATION

At the conclusion of training and in preparation for commissioning as an officer in The Salvation Army, each cadet will sign a Covenant and Officer Undertakings, witnessed by the Territorial Commander and the Training Principal, in recognition that the essential basis of ordination as a minister of the Gospel is the call and seal of the Lord Jesus Christ. The covenant is made between the individual and his/her Lord. It reads as follows:

"Called by God to proclaim the Gospel of our Lord and Savior Jesus Christ as an officer of The Salvation Army I bind myself to Him in this solemn covenant to love and serve Him supremely all my days, to live to win souls and make their salvation the first purpose of my life, to care for the poor, feed the hungry, clothe the naked, love the unlovable, and befriend those who have no friends, to maintain the doctrines and principles of The Salvation Army, and, by God's grace to prove myself a worthy officer."
The relationship between The Salvation Army and its officers is sacred. This needs to be cherished and preserved as a means of achieving God-given common spiritual purposes. Therefore, in addition to the promises made on becoming a soldier and those in the officers’ covenant, a Salvationist is commissioned and ordained as an officer on condition that the following promises and declarations are made:

1. In response to the call of God, I give myself of my own free will to be an officer of The Salvation Army and to engage in its ministry. As an officer I acknowledge that the fundamental nature of my relationship to the Army and of the Army to me is spiritual.

2. I understand that there is no contract of service or of employment nor any other legal relationship between the Army and me. Accordingly the Army shall have no legal claims upon me nor I upon the Army.

3. I understand that although I may expect to receive, and every attempt will be made to provide, allowances according to an official scale no allowance is guaranteed to me. I understand that any such allowance is not a wage, salary, reward or payment for services rendered but is a means of freeing me from the need to engage in secular employment.

4. I will observe the orders and regulations of The Salvation Army as issued from time to time. I recognize that the Army seeks to create and administer orders and regulations in a manner consistent with Christian principles.

5. I declare my belief in the truths of the doctrines of The Salvation Army. I will teach them faithfully and will seek to make my life a reflection of those truths.

6. I will look to my leaders in the Army to be sensitive to the guidance of God in giving me appointments and responsibilities. I will accept the direction of my leaders under the appointments system knowing that they will try to place me where I can best advance the cause of Jesus Christ. I will faithfully fulfill all the requirements of my appointments to the best of my ability.
7. I will trust my leaders in the Army to provide me with opportunities for personal development in order to enhance my service and its effectiveness. I will use responsibly and wisely all such opportunities, accepting that my leaders have a duty to encourage me, enlarging my vision of all I can become in Christ.

8. I will expect my leaders to evaluate periodically my progress and personal effectiveness in ministry. I acknowledge that I am accountable to them under God for the mature and proper discharge of my duties. I will accept and act upon formal recommendations for my improvement, knowing that persistent ineffectiveness as an officer could lead to the termination of my service.

9. Unless clearly authorized by my leaders in accordance with orders and regulations, I will not engage in secular employment, paid or unpaid, knowing that I have committed all my days and hours to Salvation Army officer mission and ministry.

10. I will respond wholeheartedly to efforts by my leaders to encourage me in the use and development of my creative abilities. I agree to place any such abilities at the disposal of the Army for the furtherance of its mission, and in accordance with orders and regulations.

11. I will not seek or encourage any presentation, gift or testimonial to myself, or use my position as a Salvation Army officer for personal gain.

12. I undertake to account for all monies and other assets entrusted to me and to keep and make available for inspection and audit purposes all records, accepting my responsibilities as a Christian steward of the resources placed under my control.

13. I will conform to the Army’s requirements regarding the wearing of uniform.

14. Supported by the pastoral care and respect of my leaders, I will seek to be a worthy minister of Christ’s gospel and officer of the Army. I will avoid in word and action anything likely to injure the body of Christ or that part of it which is The Salvation Army.
15. I understand that, after marriage, should my spouse resign or be discharged, my continuance in officership shall be governed by orders and regulations in effect at that time.

16. Regardless of the date on which I have signed below, I understand that these Undertakings shall apply from the date of my commissioning as an officer of The Salvation Army.
INTRODUCTION TO CADETSHIP

The aim of Training is to develop officers possessing such Blood and Fire Spirit that they will be enabled to sustain and advance the mission of The Salvation Army. (International Orders & Regulations for Officer Training)

Therefore, these Community Guidelines and the Orders and Regulations for Officers contain the basic essentials for cadet life in the College for Officer Training community, as well as prepare each cadet to embrace the life of a Salvation Army Officer with all the rights, privileges and responsibilities.

Cadet life is an all-encompassing, holistic lifestyle both on and off campus. Cadets' lives, individually and corporately, should reflect positively upon the cadet(s), the College for Officer Training, The Salvation Army, and most importantly, reflect Jesus Christ, our Lord and Savior, to the world. Cadets should evidence a strong sense of integrity, loyalty, and honor consistent with biblical standards of righteousness, love and the spiritual disciplines. This commitment comes from a desire for Christ-likeness and holy living.

The essentials contained in the Community Guidelines are a means of living out Christian values. These values are consistent, fair, without prejudice or favor; encourage mutual submission within the community; provide opportunities to humble ourselves to the expectations and sacrifices of intimate community living; fulfill the requirements of training for officership and contribute to the formation of a self-disciplined Christian life. Each cadet, and officer spouse should have knowledge of the Community Guidelines; it is a resource when there are questions or concerns.

There are other methods and manners of disseminating information to the CFOT community. Cadets are responsible for information contained in memoranda, posted on bulletin boards, and distributed electronically.
HISTORY

The Salvation Army officially commenced operations in the United States with the arrival of Commissioner George Scott Railton in New York on March 10, 1880. The training of officers proceeded non-formally from that year until the establishment in 1882, at the Brooklyn Lyceum, of the first training home in the United States for the instruction of men cadets. A National Training Home for Women was opened in Brooklyn in April, 1888, and a National Training Home for Men in Manhattan in October of the same year. Smaller training homes came to be called in the last half of the decade training garrisons.

National training activities were subsumed under two departments in July, 1899. In New York the Men's Training Home was located in the headquarters building at 122 West 14th Street, and the Women's Training Home at 316 East 15th Street. In January, 1900, both homes were located in the headquarters building. Briefly, the men's home was moved to 788 Greenwich Street. By September, 1903, the homes were at 126-130 West 14th Street.

All training operations in the United States were consolidated in training colleges in Chicago and New York in 1905. The eastern consolidated college was at 126-130 West 14th Street, New York. Following the razing of the building by fire in 1918, operations were temporarily transferred to 1224 Parish Street, Philadelphia. In March, 1919, the training work was housed at 333-357 West 22nd Street, New York. On December 31 of that year, a building was purchased on West Tremont Avenue and University Place in the Bronx to house the Training College for the newly constituted Eastern Territory. The designation college was used consistently for the operations of the Andrews Avenue site, from 1920 until 1960, when the State of New York mandated a change of designation to College for Officers' Training. The training of officers continued in the Bronx until the move to 201 Lafayette Avenue, Suffern, New York in 1972.

The village of Suffern dates to the settlement of John Suffern, a Presbyterian from Northern Ireland, in 1776. He operated at this strategic junction between New York and Albany a general store and inn, counting among his patrons, pioneers and patriots of the Revolution.
In 1851, Thomas Ryan, a local philanthropist, who had come from penury to great wealth, purchased the present campus on behalf of the Society of the Holy Child Jesus for development as a residential school for girls.

Over 60 years the Suffern School of the Holy Child built an estimable reputation for high standards both in learning and living.

The possession of the 30-acre campus by The Salvation Army brought inexorable expansion. To the original mansion and school building were added Pepper Residence Hall in 1979, Woodland Apartments for staff in 1984, Davidson Residence Hall, gymnasium/auditorium and maintenance center in 1988, and administration building with library and chapel, replacing the mansion, in 1990. Recent projects include renovation of the Woodland Apartments, Mumford Cottage, Pepper Hall and the construction of Rader Court Apartments. The expansion of the cadet dining room, student center, library, state of the art lecture hall and Davidson Hall Gym were completed in early 2001. The Lt. Colonel Florence E. King Education Wing was dedicated in 2005 and construction of a new 16 unit apartment complex in 2006 named for former Training Principal Colonel Milton S. Agnew Hall.

Initial accreditation as an Associate degree granting, post-secondary educational institution was granted by the Board of Regents, New York State Department of Education to The Salvation Army School for Officer Training in December of 2004 (conferred by the full Commission and the Commissioner of Education, New York State, in January, 2005). Later, the “College for Officer Training” name change was granted by New York State Education and the Secretary of State, and the degree was officially changed to an “Associate of Applied Science in Ministry” (2012). The College was reaccredited without condition in January, 2015, for seven years.
The distinguished roster of principals comprises:

Lt. Colonel Albert Chandler  March, 1906 – March, 1910
Colonel John Dean  March, 1910 - Sept, 1914
Colonel Samuel Logan Brengle  Sept, 1914 - March, 1915
Colonel Charles Miles  March, 1915 - July, 1924
Colonel Thomas Stanyon  July, 1924 - September, 1926

Brigadier William H. Barrett  September, 1926- January, 1935
Lt. Colonel Claude E. Bates  January, 1940- September, 1941
Lt. Colonel Edwin Clayton  September, 1941-February, 1943
Lt. Colonel William G. Harris  February, 1943 - August, 1947

Colonel Albert G. Pepper  August, 1954 - March, 1958

Colonel Charles S. Talmadge  August, 1970 - August, 1974
Lt. Colonel Bramwell Tillsley  August, 1974 - June, 1977

Lt. Colonel R. Eugene Pigford  February, 1997 - June, 2000
Major Stephen Banfield  June, 2006 – June, 2011

Colonel Janet Munn  July, 2015 - Present
ADMINISTRATION

PURPOSE

“This service that you perform is not only supplying the needs of the Lord’s people but is also overflowing in many expressions of thanks to God.” (2 Corinthians 9:12)

The purpose of the Administration is to serve people effectively, while making efficient use of resources in a manner that glorifies God.

We believe that the CFOT policies and guidelines are subject to the authority of the Scriptures. The Administration is responsible to oversee all aspects of the CFOT operations. The Administration involves the daily operation and the delegation to other department officers and staff.

With regard to operations, we believe that the management of CFOT affairs should ultimately benefit people and glorify God. God is honored and CFOT community members are encouraged when CFOT affairs are administered well.
<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Administration</td>
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<tr>
<td>Colonel Janet Munn</td>
<td>Training Principal</td>
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<tr>
<td>Fran Cronin</td>
<td>Executive Assistant to the Training Principal</td>
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<tr>
<td>Major JongWoo Kim</td>
<td>Assistant Training Principal for Administration</td>
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<tr>
<td>Sandra Heintz</td>
<td>Executive Assistant to the ATPA &amp; HR Manager</td>
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<tr>
<td>Major William Garrett</td>
<td>Education Technology Officer/Command Privacy &amp; Information Security</td>
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<tr>
<td>Captain Sun Kyung Simpson</td>
<td>Spiritual Formation &amp; Worship Arts Coor.</td>
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<tr>
<td>Christina Burdick</td>
<td>Executive Assistant to the SFWAC</td>
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<tr>
<td>Catherine Rose</td>
<td>Administrative Assistant</td>
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<tr>
<td>Frances Guidice</td>
<td>Office Assistant</td>
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<tr>
<td>Dr. Dennis A. VanderWeele</td>
<td>Coordinator of Institutional Research, Accreditation and Planning</td>
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<tr>
<td>Lorena Simmonds</td>
<td>Accreditation Records Manager</td>
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<tr>
<td>Daniel Machado</td>
<td>Director of IT &amp; Communications</td>
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<tr>
<td>Andres Di Caterina</td>
<td>Lead IT Technician</td>
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<td>Stephen DeBoer</td>
<td>IT Technician</td>
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<td>Ann Marie Morse</td>
<td>IT Technician</td>
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<tr>
<td>Freddy Larrinaga</td>
<td>IT Technician</td>
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<tr>
<td>Michael Pettiford</td>
<td>Multimedia Coordinator</td>
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<tr>
<td>Marcos Lopez</td>
<td>Multimedia Assistant</td>
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<tr>
<td>Christian Riesebieter</td>
<td>Music Coordinator</td>
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<td>Kyle Higgins</td>
<td>Creative Arts Coordinator</td>
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<td>Personnel Department</td>
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<tr>
<td>Major Alberto Suarez</td>
<td>Director of Personnel</td>
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<tr>
<td>Susan Grey</td>
<td>Administrative Assistant</td>
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<tr>
<td>Major Marika Payton</td>
<td>Associate Director of Personnel</td>
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<tr>
<td>Major Margaret Starnes</td>
<td>Assistant Director of Personnel/KeeSAfe Coordinator</td>
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<tr>
<td>Carol McIntosh</td>
<td>Office Assistant</td>
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<tr>
<td>Major Marta Dearin</td>
<td>Personnel Officer</td>
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<tr>
<td>Major David Payton</td>
<td>Personnel/Curriculum Officer</td>
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<tr>
<td>Captain Felicia Flora</td>
<td>Personnel Officer</td>
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<tr>
<td>Evelyn Stickland</td>
<td>Registered Nurse</td>
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<tr>
<td>Bob Meitrott</td>
<td>Sports and Recreation Coordinator</td>
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</tbody>
</table>
Major Misook Kim                  Campus Ministries Director
Nicole Love                       Campus Ministries Manager
Ann Protus                        Campus Ministries Site Coordinator
Kristie Stoker                    Campus Ministries Site Coordinator
Cynthia Pettiford                 Campus Ministries Site Coordinator
Valentina Agudelo                 Campus Ministries Program Coordinator
Cashus Saydee                     Youth Ministries Coordinator
Miguel Lleusma                    Campus Ministries Specialist
Michelle Fairman                  Campus Ministries Specialist
Teresa Margolis                   Special Education Teacher
Jane Muise                        Campus Ministries Teacher
Susanne Mits                      Campus Ministries Teacher
Catherine Atrip                   Campus Ministries Teacher
Randy Marvin Grippo               Campus Ministries Teacher
Cledha Desir                      Campus Ministries Worker
Maria Padilla                     Campus Ministries Worker
Vanessa Eybers                    Campus Ministries Worker
Roberta Armbruster                Campus Ministries Worker
Lilianna Wilson                   Campus Ministries Worker
Tatiana Narvaez                   Campus Ministries Worker
Alexandria Saras                  Campus Ministries Worker
Shannon Irvin                     Campus Ministries Worker
Deirdre Caspe                     Campus Ministries Worker
Holly Crowell                     Campus Ministries Worker
Elizabeth Litaker                 Campus Ministries Worker

Curriculum Department
Major Eva Geddes                  Director of Curriculum
Alicia Hernandez-Santiago         Office Coordinator
Major Heather Garrett             Education Officer
Major Gloria Misla                Learning Consultant
Major Iris Torres                 Spanish Studies Coordinator
Major David Payton                Curriculum/Personnel Officer
Major Miguelina Feliz             Curriculum Officer
Captain Joshua Simpson            Curriculum Officer
Solimar Machado                   TIS Translator
Robin Rader                       Library Director
Emily Nevill                      Librarian: Technical Services
Antonio Rodriguez-Morrell         Library Assistant

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**Business Department**

Major Ronald Starnes                  Director of Business
Patricia Abder                        Administrative Assistant/Benefits Coordinator
Robin Fraser                         Assistant Business Director
Captain Pamela Armour                 Senior Home Officer
Captain Joshua Jones                  Business/Home Officer
Lieutenant Luis Ocasio                Transportation/Home Officer
Christina Perez                      Housekeeper
Elsa Lara                            Housekeeper
Della Reveron                        Housekeeper
Nieves Martinez                      Housekeeper
Ingrid Umana                         Housekeeper
Joseph Osuna                         Transportation Assistant
Michael Fisher                      Senior Accountant
Jennifer Conklin                    General Accountant
Irma Kawazo                          A/R Specialist
Mireille Veillard                    A/P Specialist
Jaden Marks                          Accounting Associate
Edward Grey                          Facilities Manager
Rick Muise                           Director of Maintenance
Jerry McIntosh                       Maintenance Supervisor
Robert Orr                           Maintenance Worker
Bill Griffin                         Maintenance Worker
Sal Miele                            Maintenance Worker
Matt Raymond                         Maintenance Worker
Michael Alvarez                      Maintenance Worker
Antonio Giannantonio                 Maintenance Worker
Chris Boria                          Maintenance Worker
Gordon Watson                        Maintenance Worker

**Campus Services Department**

Major Kristin Rivero                  Campus Services Coordinator
Gladys MacKenzie                     Administrative Assistant
Victoria Escobar                     Campus Services Assistant
Maria Espinoza                      Campus Service & Kitchen Assistant
Ayfer Rifat                          Food Service Manager
Charles Crawford                    Assistant Food Service Manager
Nelia Maboko                         First Cook
Denis Veysel                         Second Cook
Jane Poplawski  
Max Johnson  
Jorge Rodriguez  

Maria Restrepo  

Field Training Department  
Major Silvia Machado  
Victoria Ward  
Major Eduardo Feliz  
Captain Heather Holt  
Captain Rickie Armour  

Director of Field Training & Evangelism  
Outreach Media Specialist  
Field Training Officer  
Field Training Officer  
Field Training Officer  

Kitchen Assistant  
Cook’s Assistant  
Kitchen Assistant  
Salad Bar Attendant  
Salad Bar Attendant  
Dishwasher  
Dishwasher  
Dishwasher
CADET LIFE

The College for Officer Training shall be open to all students who qualify under its academic and spiritual standards, regardless of race, national origin, disability status or gender. All cadets have equal right of access to the facilities and services of the College for Officer Training in accordance with the College’s policies. Each cadet may exercise their rights while being mindful of the willful sacrifice each cadet, officer and employee needs to make in the shared space that accompanies life in community. Cadets have the freedom to express their own ideas, beliefs and political association. Cadets have the right to ask questions and articulate their opinions, engage in rigorous discourse or debate, without affecting their academic evaluations as long as such do not interfere with the normal operations of the class or infringe on the rights of other cadets in the class.

CADET CODE OF CONDUCT

A cadet, by voluntarily joining the College community, assumes responsibility for abiding by the standards that have been instituted by the College for Officer Training. Cadets are advised to read this Community Guidelines carefully to be aware of the policies which inform the College. The code of cadet responsibility was developed to give formal recognition to the rights and responsibilities of cadets at the College for Officer Training and is based on the following principles.

1. The intrinsic value of the person stands above other values. The personal rights and dignity of individuals are to be held inviolate to take precedence over any academic goal set forth by the College.

2. A cadet is respected as a responsible person. They therefore are encouraged to make informed decisions with respect to their own education/spirituality and to be involved in College decisions to the fullest extent possible.

3. Just as the individual cadet has their own personal right, so the College has an obligation to exercise its rights and privileges in conformity with the laws and procedures governing its actions.
4. The CFOT recognizes that freedom to teach and freedom to learn depend upon opportunities and conditions in the classroom, on the campus and in the larger community. The responsibility to secure and respect general conditions conducive to learning is shared by all members of the academic/spiritual community. Freedom is meaningless unless responsibility is also present.

As a result of the high caliber of men and women the CFOT attracts, the code of student responsibility reflects the emphasis on responsibility in spiritual, academic, and non-academic areas of College life. It is the intent of these guidelines to provide support for the educational and religious aims of this College without unduly restricting or diminishing the College community experience. This document outlines the minimum acceptable level of conduct, expected of every cadet at the CFOT. The policies and procedures outlined are those that cadets, faculty and administrators at the College have designed to further the education or religious aims of the College and to assist all cadets in the pursuit of their educational, spiritual, personal and social development.

**FACULTY AND SUPPORT STAFF**

The teaching and mentoring of cadets who are called to study God’s word and preach the gospel of Jesus Christ, going into the whole world, making disciples, is a great responsibility. We seek to be prayerful, thoughtful, servant leaders who can enable students to discover the treasures of sacred scripture and prayer, the gifts and talents which God has placed within each believer, and to understand the distinctive means by which God has called cadets to be trained and prepared to serve as officers in The Salvation Army. We pray that God’s divine grace will work deeply in all the hearts and minds of each member of our community and that God’s blessing will remain upon the College for Officer Training to prepare laborers for the harvest. May all that is done here bring glory to God, our Father and His Son, Jesus Christ.
CADET ORGANIZATIONS

POLICIES & PROCEDURES

Each session of Cadets is offered the opportunity to participate and learn leadership skills through participation in Cadet Organizations. These may take place through participation in Cadet Council, session officer ship, session committee work, or other small groups designated by the Training Principal. It is anticipated that Cadet Organizations will fully embrace the CFOT procedures and policies. The CFOT reserves the right to determine the appropriate time, place, content and manner for conducting activities, posting and distribution of materials on any of its buildings. From time to time, it may be necessary, for the sake of the entire community, to restrict the activities of a cadet organization.

SESSION MEETING

Session meeting are scheduled monthly to handle session business including fund raising, special events, projects, etc. A staff officer serves as advisor to each class. Early in the academic year, opportunity will be provided for each cadet to voluntarily participate in the variety of committees (Fund Raising, Seasonal Parties, Countdown Committee, Session Song, Session Pin, Session Gift, Welcome Picnic, Farewell Picnic, Yearbook). Once the class has had opportunity to work together, elections for the selection of class president, vice president, secretary, treasurer and chaplain will take place.

CADET COUNCIL

Cadet Council is organized each year to "promote communication between the cadets and the College administration and to promote the best interest of the College and the cadet body through positive recommendations and planned projects approved by the College's Executive Council. The council can be a valuable means of contributing to the general welfare of the College community." Members are elected to the council in class meetings, with the Assistant Training Principal for Administration serving as the advisor.
Cadets chosen to serve on Cadet Council must adhere to the following:

1. Good spiritual influence
2. Maintain good academic standing (grade point of B- minimum average, with all assignments up to date.)

Articles of Organization for the Cadet Council provide for a membership of seven cadets, each session electing three members—a single cadet, a married cadet without children and a married cadet who is a parent. In the event that a second track is present at the school and no representatives have been elected in the above process, an additional member from the track may be elected. A second-year cadet from the previous year’s council will be elected by the session. Cadets may serve for terms of one year only with the exception of the person re-elected from the previous year’s council. Class officers may not be members. Meetings are convened monthly during the academic year. Recommendations and Executive Council responses are posted.

CFOT REPRESENTATION OR LOGO USE

Cadets or cadet organizations are not to obtain products for general distribution that carry any representation of The Salvation Army or the College for Officer Training or the graphics representing the CFOT logo without approval in advance from the Director of Personnel, the Director of Business and the Executive Council. All merchandise for promotional use or retail sale that displays the CFOT logo must be approved in advance by the Executive Council.
INFORMATION TECHNOLOGY

Upon entry to CFOT, all cadets will be issued a laptop computer which will have software pre-installed on it. This software will be curriculum related and will include:

- Windows 10 or higher
- Office 2010 or better
- Lotus Notes
- Internet Access
- Network Access
- Access to Research Resources on the web

The Laptops will be available to each cadet during the residency months (including summer assignments) of the training period. Please note that although these laptops are assigned to you it will remain the property of The Salvation Army.

A refundable deposit of $250 will be required. Cadets will be held personally responsible for negligent/accidental damage or loss. Each Cadet is provided only one official computer from official funds during their training.

Lotus Notes is the official E-mail system of the Training College. All correspondence will be made via Lotus Notes.

Printing Stations are available in the Library during regular hours and in the IT Computer Lab which is available after 4:00 pm until 8:30 am from Monday through Friday and all weekends. Pepper 2nd floor for all Pepper residents. Agnew 2nd floor for all Agnew residents. Davidson 2nd floor for female residents and Rader residents. Davidson 3rd floor for male residents.

Any questions or concerns should be directed to the IT Director in the Information Technology Department.

The Salvation Army has developed extensive IT guidelines to facilitate the best use of this technology as well as to protect the organization and its personnel. We are all responsible to comply with these guidelines.
SOFTWARE

In an effort to minimize “spyware” and other viruses on our shared network the IT Department is required to review and install all software programs on your computer. This policy is not intended to cause any hardship but just to protect your computer and the Salvation Army network system.

Anti-virus software, installed on all Salvation Army computers, must be installed and running; periodically, the software will be updated so that it can check for newly created viruses. If you suspect that your software is not working properly or that you may have a virus in a file or program, please contact IT immediately for help via the Help Desk Ticket System.

Here are some simple things you can do to protect your computer and keep your work environment safe for you and others.

- Keep the area around your computer free of dust.
- Keep liquids away from all IT equipment. A keyboard, for example, can be destroyed by one spill.
- Make sure charging/network cords are not stretched across the floor or dangling in such a way that they could trip someone or become caught in the wheels of a desk chair.

As part of the Salvation Army network, your computer is protected by security programs, such as anti-virus software and windows firewall. Licensing issues often prevent IT from installing that software on non-Salvation Army equipment. With the exception of cadets with school age children, personally owned computers and equipment, for example: wired/wireless routers, may not be connected to the SA network. Authorization for the connection of a personal computer to the network must be obtained from the IT Director. The IT Department will not provide support for non–Salvation Army equipment.

As representatives of The Salvation Army, we must follow copyright laws regarding software, not only because it is right to do so, but because violation of such laws can subject both you as an individual and The Salvation Army as an organization to civil or even criminal penalties.
These laws may prohibit the copying of software, the installation of a program on more than one machine, the copying of CDs (including music) or DVDs (including videos), the copying of graphics from the Internet, the sharing of software, etc. Please be sure that any items downloaded are a part of the public domain (no fee is due to the author) or that The Salvation Army has paid the license fee to the author of the program or graphic. As a safeguard, original software, after installation, will be kept in the IT Department or another location designated by the IT Director. If you are unsure about whether something you are about to do (installation, downloading, etc.) would violate copyright law (or Army policy), please seek guidance from the IT Director.

Your computer is set up to work as efficiently as possible. Modifying configuration settings in the computer, such as IP addresses, startup menu items, and even display and appearance settings can cause conflicts within the network or make certain applications unusable. If you believe a change in your computer’s configuration would be beneficial to you in your work, you should secure the approval and assistance of IT staff.

PURCHASE & ACQUISITION

From time to time, computers may be checked to ensure that all hardware and software is authorized and working properly (this is referred to as Computer Auditing). If unauthorized programs are found that would jeopardize the integrity or security of the network, or if unlicensed programs are found, the Assistant Training Principal for Administration will be notified.

Officers, Cadets and Employees are not authorized to have administrative rights on SA computers.

SECURITY

As a network user, you are issued an individual user ID, for which you also have a password. Passwords should not be shared, will require a minimum number of characters, and should be changed regularly. Do not use anything that is easily guessed. You are responsible for computer activity that takes place under your ID. Do not allow another
individual to use your ID (except an IT staff; even in that case, after the problem has been solved, you should change your password).

Children are not authorized to use CFOT computers; therefore parents are accountable for their children’s actions while on CFOT computers.

**DATA INTEGRITY & PROTECTION**

You are encouraged to save critical files on file servers ("G" or "S" drives). Those file servers are backed up to tape on a nightly basis. Files stored on local drives ("C" drive) are not backed up. If you haven’t saved them also on the “G” or “S” drive and you want them backed up, you should copy them to a personal USB memory stick, CD or any external device. The IT department is not responsible for any data stored on your C-drive.

**ELECTRONIC MAIL**

Except in situations in which documents require a “wet” signature (such as on legal documents), Lotus Notes e-mail is the official vehicle for communication among Salvation Army units. Although AOL or other Internet Service Providers (ISP) may be used to connect to the Internet for transmission purposes, the Lotus Notes e-mail system, not AOL or other ISP mail systems, should be used for official correspondence whenever possible. Lotus Notes mail is more secure than mail sent through other systems because of its level of encryption. E-mail leaving the Lotus Notes environment is vulnerable to access by third parties.

E-mail should follow the same chain of command protocols as would be followed for hard copies.

Broadcasting of e-mails to large groups can place a strain on the e-mail system and can only be done with permission from a staff officer. The appropriate method for sending most such large-scale messages with attachments is posting the item on the Lotus Notes bulletin board.

E-mail contains the name of The Salvation Army and reflects upon our image. E-mail may not be used for solicitation, for sales by or advertising from non-Salvation Army groups, or for other non-job-related activities.
E-mail messages must not be unlawful, offensive, discriminatory, intimidating, abusive, etc.

When you send an e-mail through The Salvation Army system, that e-mail does not belong to you individually but to The Salvation Army, which reserves the right to read all e-mail messages. Decisions may be based on the content of e-mail, which can also be disclosed in the event of legal action. No confidential information, such as Social Security numbers or Credit Card numbers, are to be transmitted via Lotus Notes.

*It is prohibited to forward Lotus Notes e-mails to personal e-mail accounts.*

**CHATS & INSTANT MESSAGING**

During standard office hours, you may use the Lotus Notes Sametime Instant Chat program and audio and video conferencing for business purposes only. Any electronic “conversation” (including any desktop sharing and/or file transfers) you have must not be unlawful, offensive, discriminatory, intimidating, abusive, etc. **Cadets must adhere to the classroom internet policy as outlined in the CFOT’s Catalog.**

All log files, including files or images you have sent or received, are the property of The Salvation Army.
INFORMATION TECHNOLOGY SERVICES

All computer users must practice ethical behavior in their computing activities. Abuse of computer privileges is considered a serious matter. Computing resources are provided for use by staff, faculty and cadets currently enrolled in courses, approved and designed as requiring such resources. The privileges of use by a cadet are not transferable to any individual or organization. Theft or abuse of computer time or facilities is no different from the theft or abuse of other CFOT property and violators of privileges will be subject to CFOT disciplinary action. Theft or abuse includes but is not limited to:

a. Unauthorized entry into a file to either read or change information.
b. Unauthorized transfer of files
c. Unauthorized entry into the network
d. Unauthorized use of another cadets’ computer account.
e. Use of the computer to interfere with the work of another cadet, faculty or staff member.
f. Use of computer facilities to send obscene or abusive messages or to access pornographic material.
g. Use of computer facilities for frivolous activities in times of high demand.
h. Use of computer facilities or services for outside employment or individual profit.

Cadets are to conduct themselves in a professional manner and accomplish tasks as expeditiously as possible. For reasons of security, the CFOT retains the right to audit programs and files containing computer resources. Computer services allocated to individuals through their user number should be respected by all as private and valuable property for academic pursuits. Users are responsible for their own user name and security of their passwords. Use of computer privilege to interfere with normal operations of the CFOT’s computing systems or any other system accessible through the CFOT system is prohibited and is subject to criminal and civil action as well as CFOT disciplinary action.
CADET INTERNET USE POLICY

Internet use is defined to include accessing the World Wide Web as well as internal/external e-mail created, sent or received by anyone using The Salvation Army’s electronic mail system.

1. Use of the system is restricted to Salvation Army Business.

The computer hardware and software provided to you are owned or licensed by The Salvation Army and are provided primarily for Salvation Army business. You are expected to use the World Wide Web and e-mail system, and all other Internet-related facilities primarily for Salvation Army use in furthering of your education. The use of this equipment for the purpose of personal e-mail should only do so when the equipment is not needed for educational use.

It should be kept in mind that any message that utilizes the Internet contains the name of The Salvation Army in it and, therefore, reflects on The Salvation Army. The careful use of this medium of communication is expected.

In addition, all messages composed, sent or received are utilizing property of The Salvation Army. They are not to be considered private property.

2. The confidentiality of messages should not be assumed.

As per territorial policy, The Salvation Army reserves the right to access, review, copy, intercept and delete electronic records received, created or sent for any purpose utilizing The Salvation Army computer system as well as any data resulting from its use. At the College for Officer Training, such action may be taken only at the direction of the Training Principal. All such records may be subject to disclosure to law enforcement officials or to third parties in the event of any legal action. All communications over the Internet are accessible by third parties.
3. **Password security and integrity.**

Everyone is assigned a password for security purposes. However, for the reasons noted above, the use of passwords does not guarantee confidentiality.

It is considered improper to use another cadets’ password, except for married couples. Cadets are prohibited, from the unauthorized use of other cadet’s passwords, to gain access to their e-mail and the Internet, as defined above, or from signing on to our networks under the identity of another.

4. **Confidential Company Information.**

Discretion should be used in the transmittal of confidential information due to the lack of security inherent in Internet usage. No confidential information is to be transmitted on the Internet without approval of the appropriate supervisory personnel.

5. **Much care should be taken to avoid introducing a virus into the computer system from the Internet.**

Before any materials are downloaded and/or stored from the Internet, authorized personnel should be contacted to check for any viruses. It is imperative that you do not disable your computer’s virus scan. It must be working before any materials are downloaded from the Internet. Particular attention should be given when downloading programs and macros.

6. **No copyrighted material is to be copied from or distributed by the system unless permission has been granted by the copyright owner.**

Copying, modification, distribution and display of copyrighted materials (computer programs, textual material, graphics and other forms of expression) without the permission of the copyright owner is copyright infringement. One copy of material may be made to your computer but not to the network or server. No other use may be made of the material without the permission of the owner. In all
cases, credit must be given to the copyright owner if any of the material is used.

7. **Care should be taken to ensure that messages are courteous, professional and businesslike.**

It should be kept in mind that the Internet system can be accessed by many people and the information placed on this system may be accessed and downloaded by persons who have no connection with The Salvation Army. As noted above, messages that you upload to the Internet system carry with them the possibility of being disclosed to outside parties or a court in connection with litigation. Any web pages created with Salvation Army content or links should be presented to the Information Services Section for informational purposes.

8. **Other prohibited use.**

Cadets are prohibited from using The Salvation Army computer system to create and send any messages that are unlawful, offensive or disruptive. Among those considered to be offensive or disruptive include, but are not limited to, any messages which contain sexual implications, racial slurs, gender-specific comments, or other messages that offensively address someone’s age, sexual orientation, religious or political beliefs, national origin or disability.
SPIRITUAL FORMATION

INTRODUCTION
While every aspect of the Training program could be classified as ‘spiritual formation,’ the shaping of the human spirit towards maturity in Christ will not happen without established patterns and deliberate intent. “The Christian journey, therefore, is an intentional and continued commitment to a lifelong process of growth toward wholeness in Christ.” (Mulholland, M.R. Jr.(1993) Invitation to a journey: A road map for spiritual formation. Downers Grove, IL: InterVarsity Press, p. 24)

Spiritual formation plays a sustaining role in the training of future officers for Salvation Army service. The 2-year training environment welcomes each Cadet into a community of trust and invites them to be covenanted with one another in truth under the lordship of Jesus Christ. The practices and habits cultivated in this setting, in devotion to God and in duty to The Salvation Army, will become foundational to officership and therefore, must be engaged with all manner of sincerity and humility.

Answering the call of God to become Salvation Army officers, Cadets come to Training with saving knowledge of the Lord Jesus Christ. The desire to serve Him is enhanced through a variety of corporate and individual activities while at the College:

- In daily communion with God through personal devotion;
- Praising God with joyful enthusiasm;
- Gaining personal insight to the revealed will of God;
- Learning to share God’s love with souls lost in sin;
- In a community that is preparing them to build the Body of Christ as future officers through the biblical practices of restoration, reconciliation and renewal.

A practical application of these values requires the seasoned oversight of the training staff, experienced in sacred leadership under the Lordship of Jesus Christ. It is the intent of the training staff to assist Cadets, to help them develop the inner disciplines necessary for faithful service as “blood and fire” officers. In all areas of life – spiritual, intellectual, emotional, social, and physical – staff members will seek to
relate to Cadets respectfully; encouraging them to pay attention to the work of the Holy Spirit in their lives, and to exemplify personal standards of practical holy living consistent with the goals of the training program.

Cadets, learning a deeper meaning of discipleship that they will apply in future leadership settings, must be open in spirit and in truth to the essential nature of self-denial and self-discipline to this process. It is expected that every Cadet will gladly embrace the invitation to grow in discipleship while at the College by prioritizing the following practices integral to spiritual formation:

- Daily prayer and Bible devotions;
- Family prayer for married Cadets, and group prayer circles for everyone either scheduled or spontaneous;
- Intentional practice of spiritual disciplines in order to draw closer to God (solitude, fasting, silence, simplicity, etc.);
- Joyfully engage in communal activities designed for fellowship and refreshment;
- Honor the Sabbath day, as directed in Scripture, “to keep it holy.” (Exodus 20:8).

To keep our focus upon Christian discipleship, Cadets are required to attend all community worship gatherings, including:

- Community Gatherings held each week (Prayer meeting, Chapel, Spiritual Formation meetings, and Assembly);
- Sunday School;
- Sunday Worship Meetings, including Spiritual Days, Family Worship Meetings, Soldering Sundays, Days of Reflection and Praise Meetings;
- Special Worship Meetings as scheduled held either seasonally or by special emphasis.
SUNDAY OBSERVANCE

The Training community observes each Sunday as a day of intentional worship and spiritual formation. We will use Sundays on campus for Sabbath purposes – to gather as a community of faith in worship to praise God, to celebrate the moving of the Holy Spirit among us, to practice spiritual discipline and to enjoy the rejuvenation of body, mind and spirit that comes through rest. Sundays will also be a day of ministry engagement, through brigade activity at various Salvation Army centers in the metropolitan New York area. These opportunities are also formative, as we engage in gospel endeavors on the Lord’s Day in service and in love.

Remembering our calling to be Salvation Army officers, we are mindful of the words of Jesus: “If you belonged to the world, it would love you as its own. As it is, you do not belong to the world, but I have chosen you out of the world.” (John 15:19, NIV) Our stewardship of our time each Sunday, in worship, in ministry settings, and in personal activity, should reflect our calling and our commitment to become whole in Christ. The Holy Spirit will guide and direct us as we walk with Him in agreement with scripture: “Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God’s will is – his good, pleasing and perfect will.” (Romans 12:2, NIV)

PRAYER AND BIBLE STUDY GROUPS

Cadets are encouraged to gather in informal groups within their living areas to share prayer concerns with one another, as well as to study the Bible together. (Staff Officers will be happy to accept an invitation to join a group or initiate a gathering for these purposes.) Regular gatherings for prayer – by Brigade, through structure prayer events, and in other settings – are included in the monthly College calendar.

Special Places Designated for Prayer
The beauty of the CFOT campus is enhanced by several locations set aside for prayer. Everyone is encouraged to use these settings, both indoors and outside, in their daily prayer times. These locations are:

- Talmadge Chapel
• Prayer Room, located in Watson Hall (Education Building), opposite Room 110
• Prayer Walk, located around the pond in the center of CFOT campus
• Prayer Garden, located at the cross on the hill in front of the Maintenance buildings
• Prayer Labyrinth, an engraved-brick circular design in the center of the outdoor patio area between the Cadet Dining Room and the Student Lounge.

DEVOTIONAL LIFE

Throughout the two-year Training program, Cadets will engage in classroom learning of the Bible, develop their expository preaching skills, and present Bible lessons and sermons in a variety of field training assignments. While serving an appropriate academic purpose, these activities cannot replace an active, personal engagement with God’s Word. A daily, private regimen of Bible reading, Bible study and reflection is vital to a healthy, growing spiritual experience.

Each week the entire cadet body will gather in settings designed for corporate spiritual formation. These “Community Gatherings” will be held 1:30 p.m. – 2:20 p.m. Monday – Friday, and will follow this sequence:
Mondays – Prayer (including bi-weekly all-CFOT prayer meetings open to employees);
Tuesdays – Community Bible Reading
Wednesdays – Spiritual Formation discussion groups
Thursdays – Chapel
Fridays – Assembly, featuring Salvation Army ministry reports

Bibles and Songbooks are required for all Chapel services. As previously indicated, the Chapel (as well as the Prayer Room in Watson Hall) is open for prayer and meditation during non-scheduled hours. To support this designation, quiet is to be observed in these areas. Should the Chapel be desired for rehearsal space, a reservation request must be scheduled with the ATPA’s office in accordance with guidelines pertaining to times permitted for this purpose.
MENTORING

An important part of spiritual formation can also include individual mentoring relationships between Cadets and staff officers. These will create appropriate settings for ongoing discipleship in the life of the Cadet. Staff officers will carefully structure these relationships to be both supportive of the needs of the Cadet as well as the designs for established Personnel procedures. The mentoring program will be enhanced by the concepts of coaching presently in place in the Eastern Territory, which applies the best practices of leadership development, team building, and goal accomplishment to a peer relationship. Both concepts — mentoring and coaching — will be introduced to the Cadet throughout the training experience.

SPECIAL EVENTS

Prayer — throughout the school year different prayer emphases will be shared, including the observance of 40 days of prayer to coincide with seasonal observances (Advent, Lent), ½ night prayer meetings, 24/7 week-long prayer celebrations, and others.

Spiritual celebrations — along with special prayer events, Cadets will be called to observe spiritual disciplines such as fasting, or solitude, in accordance with themes designed with spiritual formation in mind.

Spiritual Retreat — Annually the cadets will participate in an overnight retreat at a regional retreat center. The first years will be a self-led retreat where they will be practicing Solitude and Silence. The second years retreat will be guided by the staff at the retreat center so that the cadets can fully experience the rest in His presence.

Family Worship — uniting children with parents in specially-designed worship settings, these occasions will be marked with joy and praise, and will invite cadet and officer families to share the practices of spiritual formation with their children in a corporate setting.

Holiday observances — special worship and fellowship events will be held to commemorate holiday seasons such as Thanksgiving, Christmas, and Easter. During Lent, the community may celebrate special events
(Tenebrae or a Seder, for example) to help deepen our understanding of this important season. Also, special worship meetings held on Good Friday (Gethsemane Watch, “Stations of the Cross”) will be used.

Salvation Army meetings – gathering with area Salvationists for annual meetings in New York City, provide Cadets with important worship and fellowship settings, uniting us with a larger expression of faith and practice that is part of our tradition and heritage. These celebration moments, featuring outstanding preaching and talented musical/artistic offerings in worship, are important to our spiritual formation as the unique expression of the Christian church known as The Salvation Army.

**CREATIVE ARTS**

“In the beginning, God created.” (Genesis 1:1 ESV)

“The very essence of who God is, and the first thing He reveals about Himself through His Word is, that He is a creator. Now, more than ever, He is reawakening His creative Spirit within His sons and daughters to see His Kingdom demonstrated in power throughout the whole earth.” [Tommey, M. (2014). *Creativity According to the Kingdom*. Asheville, NC: The Worship Studio, p. 37].

The purpose of the creative arts stream (drama and dance) at CFOT is to equip the cadets with the practical tools necessary to effectively run and/or support creative arts programs at the corps level. Classes will teach basic fundamentals of performance but will focus specifically on teaching cadets how to teach, direct, and choreograph.

Creative arts workshops have ministry applications outside of creative arts programs. One example is role playing for conflict resolution.

**MUSIC**

All talents and gifts are given by God and as such are properly dispersed by the Holy Spirit in according with His good will and pleasure. The possession of such gifts and talents are given for the edification of the body of Christ and contribute to the overall effectiveness of The Salvation Army and its mission.
INSTRUMENTAL PRACTICE

In consideration for all concerned, individual instrumental practice must not be held in the living areas after 8pm. Exceptions are made for brass players with appropriate practice mutes (see Music Coordinator for details). Individuals may practice all instruments in Main Building classrooms, the L-wing lounge, or the Lecture Hall at times when these areas are not otherwise utilized.

CHAPEL USE AND REHEARSALS

The use of the chapel should be consistent with its nature as a space set apart for worship. The piano and the organ should be used as the fine instrument they are.

To prevent conflicts, all use of the chapel is to be coordinated through the Music Coordinator, who will check the availability of the room with the Education Department. The Music Coordinator can also guide you to the most appropriate location for your program or rehearsal.

Sound checks and rehearsals will not be scheduled for the chapel when events, classes, or study are scheduled, or during evening library hours (6-10PM Monday-Thursday). Exceptions must be made between the Music Coordinator and the Library Director.

COMMUNITY GATHERING GUIDELINES

For guidelines regarding music, creative arts, and audio-visual aspects of chapels and other services please see the Guidelines for CFOT Community Gatherings document, which is available on the S-drive both in the Spiritual Formation folder and the Music folder.

COPYING OF MUSIC, CCLI, & POWERPOINT GUIDELINES

See Copyright and Licensing in the Curriculum section.
PERSONNEL DEPARTMENT

PURPOSE

“My goal is that they may be encouraged in heart and united in love, so that they may have the full riches of complete understanding, in order that they may know the mystery of God, namely, Christ, in whom are hidden all the treasures of wisdom and knowledge.” (Colossians 2:2-3)

From our Community Covenant, “Our desire is that Christ be the center of our lives, our work, our service and our worship. Our mission as a community is not merely the transmission of knowledge but the transformation of the members into the whole and holy Christ followers who will be a transformative force in the church and society worldwide.

The purpose of the Personnel Department is to come alongside the cadets and their families as they learn to embrace life in a community, as they affirm biblical standards and aspire to engage Christian disciplines at the College for Officer Training. To assist the cadet, along with the other departments of the college, to live, study, worship, and work together in an educational environment within a Community. The Personnel Department offers guidance, comfort, support; advocacy, counseling and correction when needed as cadets seek grow in wisdom, grace, academic excellence and relational holiness.

The Personnel Department seeks to assist the cadets to know God as well as know themselves; and begin to understand and fulfill their mission in life through The Salvation Army. Our approach is holistic in that we aim to care for the total person, addressing their spiritual, emotional, psychological, and physical needs. The Department has three main sections: General Personnel, Health and Wellness and Campus Ministries.
GENERAL GUIDELINES

APPRAISAL PROCESS
“to cultivate an atmosphere of spiritual, moral and intellectual growth reflecting God’s love in community” we will give have a respectful and transparent appraisal process twice each year.

This process will include input from self and officers and will be inclusive of all aspects of community life.

Twice a year a profile of each cadet’s growth will be discussed by officer staff in face to face consultation with the cadet. The purpose of this process is to affirm and assist each Cadet in recognizing areas of strength, growth and maturity and areas of weakness and further developmental concentration as well as encouraging self-reflection and goal setting. An Appraisal Council then reviews the completed profile.

The Composite Profile drawn by the Council is shared with each cadet during an interview with a personnel officer. The cadet will see the positive growth in areas of personal characteristics, participation in services to people, and involvement in support activities, as well as to perhaps see areas where there is a need to develop, and to receive guidance. Our goal is that anything put in writing has already been discussed with the cadet. The cadet will have opportunity for input and response.

GUESTS ON CAMPUS

We value your family and friends and welcome them to visit you. We ask that you secure approval through the Director of Personnel by filling out the appropriate forms prior to your guests’ arrival. The host cadet or cadet organization assumes full responsibility for their guest’s compliance with all prescribed CFOT policies and procedures including those specific to building hours and residence visitation. Before inviting guests on campus, approval must be given through the Director of Personnel.

With prior approval from the Director of Personnel, cadets may show visitors and guests through the College (except during class time) as
personal schedules permit.

All visitors and guests are required to wear a visitor’s pass and to be escorted by the cadet(s) at all times. A visitor’s pass will be handed out from the Personnel Department when permission is granted.

Do not open any main entrance doors for someone else’s visitors. Share with them that we will call the cadet(s) that they are visiting and they will come down to accompany them.

All visitors and guests must leave the campus by 11:00 p.m. Please ask that your guests observe the campus quiet hours for residences (quiet hours are from 9:00 pm to 7:00 am).

If the visitor or guest will be on the campus during meals and wishes to have meals in the cadet dining room, this must be indicated in writing on the special request form located in the Personnel Department. The visitors and guests can have dinner and brunch only, during school days.

*SUNDAY WORSHIP – SPECIAL EVENTS
Family members of Cadets are permitted to join us for Worship on the following days, with prior approval from the Director of Personnel:
Any Family Worship
Spring Campaign Send-off Meeting (Caregivers in residence)
Summer/Winter Assignment Service
Half Night of Prayer

OVERNIGHT GUESTS ON CAMPUS

You are encouraged to consider your schedule and that of the community in making requests for guests to visit overnight. Your Cadets are strongly encouraged not to have overnight guests when cadets are expected to full engagement in college activities. (e.g. Out-Sundays, Spiritual Sundays, SALT, FET & SET, Kettles or In-house events.) is needed and for safety and security reasons.

Cadets who request guests on campus overnight must have permission/clearance from the Personnel Department one week prior or in extenuating situations at least 24 hours ahead of time. Cadets who
have an apartment alone or married couples may have immediate family members stay in their apartment a maximum stay of 4 nights. Cadets who live in shared apartments may request guest housing for their overnight guests. A guest apartment may be available with a maximum stay of 4 nights. There will be no campus services. Guest guidelines are in the Community Guidelines.

In cases where acquaintances of cadets are visiting the Suffern area and are interested in lodging at the CFOT, please be directed by the “Guidelines for Use of Guest Housing for Outside Visitors” in the Business section of the Community Guidelines on page 98.

When parents are off-campus overnight during Spring Campaign, clearance must be given to all caregivers.

If permission has been granted for overnight guests on campus and the guests have a vehicle, the cadet is required to submit guests’ vehicle information (maker, color, and plate number) in writing to the Transportation Office. The guests’ vehicle should be parked in the parking area designated by the Transportation Office.

OVERNIGHT OFF-CAMPUS VISITS

Permission may be granted through the Personnel Department for cadets to stay overnight in the homes of family or friends. Cadet(s) must notify the Personnel Department if cadet children are staying overnight in the home of family or friends. A Special Request Form must be completed.

CO-ED VISITS

The policy concerning co-ed visits is designed to assist cadets in establishing safe boundaries as well as protection for themselves which they can continue to implement after they are commissioned.

The policy concerning co-ed visits in the living quarters of single cadets is as follows:

No cadets or visitors of opposite gender may visit the quarters of a single
cadet alone. Group visitation in the common areas of cadet quarters is permitted in Agnew Hall, Pepper Hall and Rader Court. However, co-ed group visitation is not permitted in the cadet quarters of Davidson Hall and in the shared apartments of Agnew, Pepper Hall and Rader Court.

Single and married cadets of the opposite gender may visit in the home of a married couple provided that the spouse of the same gender is in the home or a group is meeting in the home.

Please show courtesy to cadets sharing common living quarters. Adherence to the “Quiet Hours” policy is expected.

Because we are a Christian community, it is expected that no cadet would put himself/herself in a compromising position as it relates to socializing with the opposite gender. Care is to be taken so that there is no question of impropriety.

GUIDELINES FOR CHILDREN OF CADETS ON CAMPUS - OVER 18
1. Children over 18 years must be in school full time (as defined by institution or 12 credits) or working on a full-time basis (30 hours or more) to be accepted as a part of the CFOT community.
2. Children over age 18 who are high school students will be expected to follow the same rules and behavioral expectations as younger high school students.
3. Children over 18 years are expected to adhere to guidelines for community living as outlined in the Community Guidelines.
4. Flagrant disregard for guidelines for community living and safety will be discussed at a Review Council meeting and a recommendation sent to THQ accordingly.
5. Children over 18 years who apply to join their families after acceptance and arrival at CFOT will be considered on an individual basis in consideration of 1-3 above and the availability of housing.
6. Room and Board will be assessed.
7. A job must be secured for these individuals within 30 days of arrival; failure to do so must be reported to Personnel who will work with the Business department on a case by case basis. Enrollment in school must be effective the September of the cadets’ arrival on campus.
8. There is no health coverage for children over the age of 26.
GUIDELINES FOR CHILDREN OF CADETS ON CAMPUS PLAYGROUNDS & OUTDOOR PLAY

Children should be helped to understand where the designated play areas are and what rules must be observed while on playgrounds and outdoors:

1. Playgrounds are located next to Agnew Hall and Rader Court.
2. Children should use the crosswalk at all times.
3. Care must be exercised when using the roads on campus for walking or riding bikes.
4. Helmets must be worn at all times when using bikes, skateboards, etc., as required by New York State Law.
5. Walkways and roads should remain clear of toys, bicycles, skateboards, etc.

CHILD AND ADOLESCENT SAFETY AND CURFEW

While the individual rights of families are respected, the behavior of one child impacts that of another and the endangerment of any child on campus impacts the community. It is important that families set boundaries for their children and adolescents and ensure that those limits are respected. It is also vital that all safety rules set by the CFOT are respected and upheld by parents, so their children and teens will also respect and uphold these rules. Children under age 18 should be supervised outside and cannot remain at home alone.

WINTER & SUMMER RECESS

All cadets are expected to leave campus during the recess. Children under 18 must be supervised at all the times. No children are to be left home alone or on the campus alone.

BEREAVEMENT/FAMILY ILLNESS ABSENCE

If it becomes necessary for you to be absent from the College because
of the death or life-threatening illness of a member of your immediate family, you should notify the Director of Personnel immediately. You will be allowed, with the Principal’s permission, bereavement/excused absence days, as follows:

- **Maximum of five days**
  - Parents/Grandparents
  - Husband/Wife
  - Children
  - Brother/Sister

- **Maximum of three days**
  - Father-in-law
  - Mother-in-law
  - Brother/Sister-in-law
  - Aunt/Uncle

*Please Note:* A written request should follow up your call to the Director of Personnel, indicating your address while away from the College, the name and address of the funeral home and any other pertinent information. This is important information that will be transmitted to Territorial Headquarters.

In each case, the Director of Personnel will represent your circumstances to the Training Principal who can make the decision on special circumstances other than those stated above.

**CONSENSUAL RELATIONSHIPS**

Relationships that might be appropriate in other circumstances may present serious difficulties within the CFOT community. Relationships between individuals in inherently unequal positions, such as a teacher and a cadet and a cadet and an employee, may undermine the real or perceived integrity of the supervision and evaluation process as well as affect the trust inherent in the educational environment. Consensual, romantic or sexual relationships in which one party is in a position to review the work or influence the career of the other are strictly against policy and may provide grounds for complaint when that relationship gives undue access or advantage to, restricts opportunities of or creates a hostile and unacceptable environment for one of the parties in the relationship or for others.

**DATING/COURTING**
Cadets who are dating are to alert the Director of Personnel. Cadets who are dating are not permitted to take College breaks or vacation together without securing a letter of invitation from those with whom they will be staying. This letter is to be sent to the Director of Personnel.

ENGAGEMENTS & MARRIAGE

Engagements and marriages are in accordance with the Orders and Regulations for Officers.

ORDERS & REGULATIONS OF MARRIAGE RELATIONSHIPS

The training process is a time of intensity and needs to be focused on education and spiritual growth. Part of this process of growth can be the development of a lifelong relationship that may eventually lead to marriage.

However, due to the intensity and demands of the training process, the Territorial and College Administration have recommended that marriage take place post training. Any exception to this policy would need the approval of the Territorial Commander.

The following descriptions should be noted:

1. Shared ministry the norm: Because of the great benefits of shared ministry over a lifetime of service, the norm for officer marriages is that both spouses are officers. However, see paragraph 2 of this chapter, and paragraphs 3 and 4 of Chapter 2 “Married Officers“ for exceptions that may apply in some territories.

2. Exception – spouse moving towards officership: As an exception to the norm, an officer may marry a person who is committed to moving towards commissioned officership, namely, an accepted candidate, Auxiliary Captain or, at territorial discretion, a cadet or cadet-lieutenant during their training period. In the event that it becomes clear that the non-officer spouse will not become an officer, the officer must surrender his or her officership at that point, unless accepted by the provision of paragraph 4 of Chapter 2 “Married Officers“.
3. **Consultation:** Recognizing that engagement and marriage will have an effect on officers’ appointments and, for those moving towards officership, on the training program, officers, accepted candidates, cadets, cadet-lieutenants and auxiliary-captains who are contemplating engagement and marriage are to inform their respective immediate leaders of this in writing so that consultation can take place before plans are finalized. Should there subsequently be any change to plans made, including the breaking of an engagement, the couple’s immediate leaders are to be informed. (Cadets who become engaged during their training are to notify the Training Principal in writing).

4. **Counseling:** It is required that engaged couples take advantage of the pre-marital counseling that will be offered during the engagement period, and that both parties undergo medical examinations.

5. **Articles of Marriage:** Officers contemplating marriage should consider prayerfully, the articles of marriage (see *Salvation Army Ceremonies*).

6. **Salvation Army Wedding:** The wedding of officers should be consistent with Christian discipleship and avoid inappropriate ostentation and excessive cost out of keeping with an officer’s vocation and vows.

**WEDDING CEREMONY**

The wedding ceremony must be guided by the Orders & Regulations for Officers.
UNIFORM/DRESS CODE

In community we strive to live in a manner that glorifies God in every way. We want to show a respect for modesty, neatness and cleanliness. As an Evangelical movement we are seen as a community. Our community strives to reflect a commitment to modesty and courtesy part of this includes a commitment to a high standard in and out of uniform wear. At times it may mean that community members may be challenged to give up their own preference in style or fashion as a respect for others in sensitivity not to offend.

The Salvation Army uniform not only identifies the wearer as a member of a worldwide evangelical movement, but silently witnesses to the fact that the wearer is a Christian.

UNIFORM STANDARDS

The College for Officer Training is guided by the Territorial Minimum Standards for Uniform Wearing in the USA as outlined in USA Eastern Territory Minute #4N. All approved uniforms for Officers, Soldiers and Cadets in the Eastern Territory are to be purchased only from the garments stocked and/or sold by the Territorial Supplies and Purchasing Department (Trade), and Cadets may wear only uniform items that have been approved by CFOT. Classroom uniform may be worn to Trade. Cadets needing services of the tailor are requested to notify the personnel Trade liaison 48 hours prior to their visit. All visits to trade are to be processed through the Personnel Department.

CFOT Uniform wear falls into three specific categories. Each type of uniform is approved for specific times and places. Below are guidelines that will prove helpful.

Regulation Uniform

The following describes the regulation uniform for all Officers and Cadets to be worn when Regulation uniform is required.

MEN:

Full uniform (tunic and slacks) with appropriate trim
Navy blue or black socks, Plain Black shoes
Navy blue neck tie
White Shirt (Joseph – long or short sleeves) and white undershirt
Black belt
William Wallace Trench Coat (whenever needed; Wool Coat allowed, but not required)
Officer’s style cap with red trim, crest and band (Outdoor events)

WOMEN:
Full uniform (tunic and skirt) with appropriate trim
Plain black dress shoes
Off black hose
White blouse - long or short sleeves with camisole
William Wallace Trench Coat (whenever needed; Wool Coat allowed, but not required)
Woman’s Hat with appropriate trim (Outdoor events).

Classroom Uniform

MEN: Any Epaulet white shirt sold at Trade
Navy tie
Plain Black socks & shoes with a leather look
WOMEN: Any Epaulet white blouse sold at Trade Travel Blazer Pantsuit - Epaulet loops must be worn on the pantsuit top and on the blouse. Trade purchased slacks or washable skirt Off-black hose with skirts or Trade slacks with plain black socks (Black tights may be worn with classroom uniform in winter months only.) Black shoes with a leather look - wedge soles and flats are permissible for classroom

For men and women, Trade approved sweaters are permitted with the classroom uniform.
Jackets

Any jacket approved on the Officers plan are approved for men and women and should be worn outdoors when classroom uniform is required. Jackets are not to be worn indoors.

Winter Parka
TSA Blue Jacket- Port Authority

Sweaters, vests and fleece are acceptable wear for indoors (hallways, classrooms, dining room, lecture hall, chapel, etc.) during class hours.

Official sweaters or fleece may be worn in the van when traveling to Field Training locations or Spring Campaign. Everyone must arrive at the corps/center in full uniform unless approved otherwise in advance.

Hair

Women

Hair styles are to be neat, clean and styled for uniform wearing. Avoid Neon or bright hair colors. Maximum length of hair is collar length (the bottom of the collar) without touching the shoulder. Hair accessories are to be the same color as the hair and plain.
Men

Hair styles are to be neat, clean, and styled for uniform wearing. A beard or moustache may be worn. Moustaches are to be neat clean and styled for uniform wearing.

Shoes

Women

Plain black leather dress shoes when Full Uniform is required. For classroom wear, “Shoes must be plain black leather (or a leather look) Tennis/athletic shoes, open toe shoes, open back shoes or sling-back shoes are NEVER to be worn.” (Minute 4N Uniforms & Supplies 2012)

Men

Plain black shoe with a leather dress shoes when in Full Uniform is required. For classroom wear, “Shoes must be plain black leather (or a leather look) Tennis/athletic shoes, are NEVER to be worn. ” (Minute 4N Uniforms & Supplies 2012)

Accessories

• Decorative jewelry (i.e., gold necklaces, earrings, etc.) is not a part of classroom uniform, full uniform, or Identity wear.
• Official engagement and wedding rings are allowed, and permission is granted for any cadet, single or married, to wear rings as follows: no more than one significant ring/band on each hand. All rings must be non-costume jewelry and suitable to uniform wear.
• Session pins may be worn above the name tag on the uniform. Session pins may be worn for on-campus and off-campus events other than SET/FET, Candidates’ Seminar, Commissioning, etc.
• The official cadet name tag is to be worn on the tunic of the regulation uniform AT ALL TIMES EXCEPT on commissioning weekend, at the Centennial Memorial Temple (NYC) or at other designated times/places. Please see Personnel officers concerning the proper placement of the official name tag.
• Plain black purses and briefcases may be carried when in full uniform, whether outside or inside of CFOT, including for worship services in the chapel.
Identity Wear

CFOT Identity Wear will be required when specified by the Personnel Department. Identity Wear includes the navy SA logo polo shirt provided with classroom slacks (Trade), appropriate casual pants/slacks/skirts- khaki, navy blue, black or dark denim jeans. Jeans are not acceptable as Identity Wear for Spring Campaign.

Kettles

Classroom uniform (slacks or skirts for women) must be worn under the William Wallace trench coat with the addition of the approved fleece jacket to be purchased by the Cadet from Trade. Full uniform must be worn – tunic and trousers/skirts – on any day when the temperature is mild enough for removal of the William Wallace trench coat when standing outside, or whenever standing inside without the overcoat. Consult with the Personnel Department for more details about gloves, boots, scarves, etc. Hats/Caps are required.

CASUAL AND BUSINESS CASUAL

Casual

Jeans are permissible and should be clean and in good repair. Choose styles other than tight fitting, stretch, and spandex or terry cloth materials even for gym classes. Avoid low cut necklines. Sleeveless tops must have straps that are at least two inches wide. Dresses/skirts/shorts must meet CFOT guidelines (no shorter than 2 inches above your knees when standing or sitting). Footwear must be worn in all public areas. Shorts, hats, flip-flop shoes and pajamas are not approved for casual dress down days.

Business Casual

There are specified times that will require more formal attire and modesty should always be considered Business Casual wear, as described below.
MEN
Dress shirt (with or without jacket and tie) or golf shirt with collar; dress slacks, Dockers, suit with dress shirt (with or without tie) and casual shoes.

WOMEN
Dress blouses (long or short sleeves); dress slacks/skirts; sweaters, if desired.

Dresses/skirts must meet CFOT guidelines (no shorter than 2 inches above your knees when standing or sitting). If leggings are worn under a top or skirt, the top or skirt must also be no more than 2 inches above the knee when seated. Sleeveless tops must have straps that are at least two inches wide.

Gym Attire
Men and women are to wear modest clothing suitable for exercise. If skin tight clothing of spandex or any other material is worn, it must be worn with a long top that covers below the hips. Any sleeveless tops that are worn must have straps that are at least two inches wide.

Dining Room

Sundays
Tunics are required for the Sunday noon meal.

Weekdays
Classroom uniform is to be worn in the Dining Room for all lunches except for Fridays, when cadets may change into work clothes after class (12:20 p.m.) or on scheduled Dress Down days.

Casual attire may be worn to dinner (Monday – Thursday), to lunch on Fridays, to work details, and to Saturday brunch.

GUM CHEWING
Choose means other than chewing gum to freshen your breath whenever you are in Identity Wear, Classroom or Full uniform.
DISCIPLINE & GRIEVANCE POLICIES

In an effort to live and grow in Christian faith and community our lifestyle must be aligned with biblical principles. We affirm and believe reconciliation and confession are healing and transformative. Rooted in this value we our policy is progressive in discipline as much as we are able.

DISCIPLINE AND TERMINATION OF UNSATISFACTORY CADETS

When a candidate becomes a cadet, the Candidates' Council has made a determination that the person is trainable, witnesses to a divine call, possesses a sense of personal discipline, and has the spiritual, emotional and intellectual capacity to become an officer in The Salvation Army.

As a result of staff observation and Cadet Review Board evaluation, it sometimes becomes necessary to exercise certain disciplinary measures to deal with deficiencies in academic achievement, attitude, integrity, morality, personal relationships, emotional development, questions of loyalty to The Salvation Army, or other important areas of conduct.

Due process in administering discipline will involve the following procedures and stages:

1. Staff officers will deal with a cadet at the point at which any of the above problems appear. In the situation where the staff officer feels the cadet is not responding to his/her discipline and/or a negative pattern of behavior is developing, the staff officer will communicate these concerns to the Personnel Department. The Personnel Officers will deal with the cadet and, if necessary, follow up with an official reprimand.

2. If the problem is serious enough and improvement does not take place the Review Board, presided over by the Training Principal, may place the cadet on Unsatisfactory Status. (Note: The Review Board may be made up of the members of the Appraisal Council or one that has been specifically called). Both the Territorial Secretary for Personnel and the cadet's Divisional Commander will be notified in writing about the
Unsatisfactory Status. Both the Principal and the Director of Personnel will meet with the cadet to inform him/her of his/her unsatisfactory status and to outline specific steps for improvement that must be taken. The cadet will also be asked to submit his own proposals for improvement. Following the interview, the Director of Personnel will send a letter to the cadet, with a copy to the Principal, outlining the required steps for improvement.

3. If a problem continues, the Review Board may recommend that the cadet be put on **Probation** or moved from **Probation to Termination**, and if so, the plan for improvement will be updated. The probation requirements will be submitted by the Principal to the Chief Secretary. The cadet will be informed in writing and interviewed by both the Principal and the Director of Personnel. The Director of Personnel will share with the cadet the updated plan/requirements for improvement that he/she has approved. The cadet's Divisional Commander, Corps Officer and the Territorial Candidates' Secretary, will be informed that the cadet is on probation by letter from the Training Principal.

4. If the problem continues, the Review Board may recommend termination. The recommendation for termination will take one of two forms depending upon whether the cadet is in residence at the College or on summer assignment:

   a. That the cadet be terminated and leave the College or assignment immediately.
   b. That the cadet's return from assignment be deferred until a specified time has elapsed and the cadet has complied with the stipulations.

5. The Territorial Commander will render a decision regarding termination. The Training Principal will relay this decision in writing to the cadet with copies of correspondence directed to the Divisional Commander and Territorial Candidates' Secretary.
If the decision regarding termination takes the form of a deferral with the possibility of a later return to training, the Training Principal will supply the Territorial Candidates’ Secretary with a list of the specific stipulations that must be met before reacceptance is considered.

Instructors and Staff will evaluate cadet performances without prejudice. A cadet has the right to a hearing within the established College procedures and all matters as can result in the imposition of sanctions for misconduct. Usually a cadet’s status within this College will not be permanently altered until final outcome of any judicial action. However the College reserves the right to take action to reasonably ensure safety and security, including removing and/or terminating a cadet from the College pending final determination of any judicial action. A cadet admitted to the College has a right to receive a clear and concise written statement concerning academic and non-academic regulations and commitments made by the College prior to or on initial registration for classes. A cadet also has the right to be advised of any changes in such matters.

The Training Principal or his designee maintains exclusive authority for imposing sanctions for behavior that violates the code of cadet responsibility. The Training Principal is also responsible for interpreting and/or implementing College procedures or policies to address issues that are not specifically covered by the various parts of the College. The College personnel charged with enforcement of the code will at all times endeavor to adhere to the intent of the fundamental fairness so that each cadet’s concern is addressed in an impartial and consistent manner. The College may exercise jurisdiction for an offense committed off campus when:

1. a victim of such offense is a member of the campus community, cadet, faculty or staff.
2. the offense occurred at an CFOT sponsored or sanctioned event.
3. the accused cadet used their status as a member of the CFOT community to assist in the commission of the offense. (i.e. student ID card used to cash a bad check, etc).
4. the offense seriously impairs the pursuit of the CFOT’s objectives.
The CFOT’s adjudication of any violation of this code may proceed independently of any action taken by the state, federal or municipal agencies. The CFOT reserves the right to refer incidents of misconduct to civil or criminal authorities. This code is designated to protect the rights of all members of the CFOT community so that they can prosper academically, spiritually, socially and personally. In order for this code to work effectively, cadets must take responsibility for confronting behaviors exhibited by their peers that negatively impact their experiences and violate established standards of behavior. It is imperative that cadets work in partnership with CFOT faculty and staff members to protect the rights they have been afforded. The CFOT reserves the right to change policies or procedures maintained herein at any time during cadet enrollment period provided such changes are announced throughout the CFOT community via official bulletin boards, office publications or CFOT web based technology.

Cadet and cadet organizations are advised to read this code carefully so that all are aware of the policies which guide the CFOT in its dealings with them.

**SERIOUS OFFENSES**

The following offenses could be grounds for dismissal and criminal prosecution:

a. Dishonesty – repeated deliberate untruthfulness, deceit or lack of sincerity.

b. Immorality.

c. Insubordination.

d. Use or possession of pornographic materials.

e. Any other conduct, which renders the cadet, in the judgment of the Training Principal/Review Board unfit to be an officer.

In cases requiring immediate action, the Territorial Commander and Chief Secretary will be informed.

**SERIOUS HEALTH PROBLEMS**

There may be an extreme health problem which prevents the cadet
from fulfilling the requirements of cadetship. In that case the cadet will not be able to continue training. The Review Council will deal with these cases on an individual basis.

INCAPACITY FOR OFFICERSHIP

If, during the Appraisal Council review, there is an indication that a cadet requires an administrative plan with supervision in major areas of development, the Review Council decides whether to recommend to the Territorial Commander that the cadet be put on probation for a quarter. If such a decision is made by the council, and endorsed by the Territorial Commander, the cadet is notified personally, and in writing, of the decision stating the reason for the probation and suggesting specific improvements, which must be evidenced in order that the probationary status be removed.

At the end of the probationary quarter, the Review Council reviews the cadet’s progress. If sufficient progress has been made, probation is removed. If not, the Review Council decides whether to recommend to the Territorial Commander (a) the probationary period be extended, if it appears that with further effort the cadet may yet qualify him/herself, or (b) the termination of the person’s cadetship.

CADET CODE OF CONDUCT

A cadet, by voluntarily joining the College community, assumes responsibility for abiding by the standards that have been instituted by the College for Officer Training. Cadets are advised to read the Community Guidelines carefully to be aware of the policies which inform the College. The code of cadet responsibility was developed to give formal recognition to the rights and responsibilities of cadets at the College for Officer Training and is based on the following principles.

1. The intrinsic value of the person stands above other values. The personal rights and dignity of individuals are to be held inviolate, to take precedence over any academic goal set forth by the College.

2. A cadet is respected as a responsible person. They therefore are encouraged to make informed decisions with respect to their own education/spirituality and to be involved in College decisions to the fullest extent possible.
3. Just as the individual cadet has their own personal rights, so the College has an obligation to exercise its rights and privileges in conformity with the laws and procedures governing its actions.

4. The CFOT recognizes that freedom to teach and freedom to learn depend upon opportunities and conditions in the classroom, on the campus and in the larger community. The responsibility to secure and respect general conditions conducive to learning is shared by all members of the academic/spiritual community. Freedom is meaningless unless responsibility is also present.

As a result of the high caliber of men and women the CFOT attracts, the code of student responsibility reflects the emphasis on responsibility in spiritual, academic, and non-academic areas of College life. It is the intent of these guidelines to provide support for the educational and religious aims of this College without unduly restricting or diminishing the College community experience. This document outlines the minimum acceptable level of conduct, expected of every cadet at the CFOT. The policies and procedures outlined are those that cadets, faculty and administrators at the College have designed to further the education or religious aims of the College and to assist all cadets in the pursuit of their educational, spiritual, personal and social development.

REASONABLE DIRECTIVES FROM CFOT OFFICERS OR STAFF MEMBER

Cadets and/or children are not to disregard reasonable directives, either verbal or written, issued by a CFOT officer or staff member or obstruct an officer or staff member in carrying out his/her assigned duties or responsibilities.

SALES AND SOLICITATION

Solicitation using CFOT buildings, equipment, services or grounds is prohibited without the expressed written sponsorship of an officer or cadet organization. No cadet or cadet child is permitted to use their residence for any commercial purpose. Any CFOT wide solicitation needs the authorization of the CFOT Executive Council. All cadet and CFOT sponsored charitable solicitations must be coordinated with and approved by the Personnel department.
HARASSMENT, DISCRIMINATION & ASSAULT IN THE CFOT COMMUNITY

The Salvationist tradition has in its history and mission a deep and abiding respect for the dignity of individuals and their cultures. The CFOT is committed to action that supports such diversity and enables all members of the CFOT community to build and enhance relationship in a safe environment. The CFOT is also committed to providing and maintaining a healthy living and working environment for all cadets, cadet children, staff and faculty members free of harassment, discrimination and/or assaulting behavior of any kind against any person or group of individuals based on race, gender, age, national origin, religion, marital status or disability. In accordance with Salvation Army values, its role as an educational institution and local, state and federal laws, the CFOT condemns any such form of harassment, discrimination and/or assaulting behavior in the CFOT community.

Any cadet or cadet child found to have engaged in such conduct is subject to CFOT disciplinary sanctions up to and including probation and/or termination. In addition, any cadet or cadet children who violate any state, federal or municipal law, shall be subject to disciplinary action for said offenses by appropriate authorities.

The CFOT will submit to disciplinary review, any cadet alleged to have engaged in any of the above behaviors. Any such action taken by the CFOT will proceed in accordance with the CFOT’s disciplinary procedures listed in the herein.

SEXUAL HARASSMENT POLICY

The Salvation Army College for Officer Training is committed to providing and maintaining a healthy learning and working environment for all cadets, staff, faculty and other members of the CFOT community, free of discrimination in all forms of sexual and gender harassment, which diminishes the dignity or impedes the academic freedom of the community. In accordance with Salvation Army values and the CFOT’s role as an educational institution and both federal and state law, the CFOT condemns any form of sexual or gender harassment or assault and is committed to taking action to prevent and eliminate all forms of them including coercive sexual behavior. These types of harassment also may constitute unethical conduct. Any cadet, staff member, faculty member
found to have engaged in such conduct is subject to disciplinary action up to and including probation and/or termination. Further, the CFOT condemns any acts in violation of this policy involving any third parties including visitors, guests and agents, representatives and employees of suppliers or contractors and will take violations of this policy by such parties into consideration in awarding of contracts.

Sexual and gender harassment are not only repugnant to the CFOT community and a violation of this policy, but may be a criminal offense according to state and federal laws. Members of the CFOT community who have been found in violation of statutes related to sexual harassment and/or assault may be subject to additional CFOT disciplinary action.

NOTE: If a cadet wishes to file a complaint against another cadet, that cadet should contact the Director of Personnel. All other complaints should be filed with the Assistant Training Principal for Administration or Assistant Training Principal for Spiritual Formation or someone operating in a supervisory capacity.

DEFINITION OF SEXUAL HARRASSMENT
1. Sexual harassment includes but is not limited to any unwelcomed sexual advances, direct or indirect, request for sexual favors and other verbal or physical conduct of a sexual nature when a submission to or rejection of such conduct is made or is threatened to be made, either explicitly or implicitly:
   a. A term or condition of instruction, employment or participation in other CFOT activity.
   b. Submission to or a rejection of such conduct by an individual is used or is threatened to be used as a basis for evaluation in making academic or employment decisions affecting that individual or
   c. Such conduct has the intended purpose or can reasonably be expected to have the effect of interfering with an individual’s academic or professional performance or advancement, or creating an intimidating, hostile or offensive educational living or working environment.
2. The CFOT’s sexual harassment policy and procedures also apply to gender harassment. Gender harassment includes verbal or physical
harassment that is based on the person’s gender but that is not sexual in nature.

3. It is a violation of this policy for any administrative faculty or staff member of the CFOT to offer or request sexual favors, make sexual advances or engage in sexual conduct, consensual or otherwise. In such circumstances, consent may not be considered a defense against the charge of sexual harassment in any proceeding conducted under the CFOT’s sexual harassment policy. The determination of what constitutes sexual harassment depends upon the specific facts and the context in which the conduct occurs.

SEXUAL HARASSMENT COMPLAINT PROCEDURE

1. Reporting and Resolution
   All incidents of sexual or gender harassment should be reported by the complainant to the Director of Personnel. Complaints will be treated with discretion and will be promptly and thoroughly investigated. The Director of Personnel may ask the complainant to put the complaint in writing.

2. False Complaints
   These are allegations made knowing that they are not true that can have a similar impact. Intentional false charges are grounds for discipline up to and including discharge and/or expulsion. Disciplinary proceedings shall follow applicable procedures that are set forth herein.

3. Confidentiality
   The CFOT is committed to balancing the interest of all parties involved in sexual and gender harassment complaints and will attempt to keep the name of the complainant confidential and to respect the rights of the accused harasser (respondent). However, the CFOT recognizes that there are certain situations that may require disclosure of information. Further, when credible information received through investigation shows that there may be violations of other CFOT policies, then the appropriate individuals will be notified.

4. Investigation Process
   The Director of Personnel shall be informed of all reported complaints of sexual or gender harassment. In cases where the person complaining of the harassment and the person complained about are both cadets, the Director of Personnel will assume
primary responsibility for overseeing the investigation process. In other cases of faculty or employee complaints, the Director of Personnel will work with the Assistant Training Principal for Administration in the investigation process. The CFOT recognizes that many issues relating to sexual or gender harassment are resolved through discussions with and advice from the Director of Personnel and the Assistant Training Principal for Administration. This resolution may include but is not limited to an apology by the respondent, a commitment by the respondent not to repeat the offending behavior and/or to take steps to achieve that goal by, for example, seeking counseling or acceptance that no further action is warranted.

5. **Further Investigation**

The Director of Personnel will conduct further investigations if the complaint is not resolved in the above manner. When a cadet is accused of sexual or gender harassment, the non-academic disciplinary procedure set forth in the code of cadet responsibility shall apply. The Director of Personnel will promptly inform the respondent of the identity of the person who will conduct the investigation and the respondent will be provided with ample opportunity to respond to the complaint. Every reasonable attempt will be made to resolve all harassment complaints in a timely fashion. The investigation will be conducted with discretion. Only individuals who may have substantial information directly relevant to the complaint will be interviewed as witnesses.

If the complaint is found to have no merit or if the facts cannot be established, the complainant and the respondent will be informed, no further action will be taken and nothing will be placed in the respondent’s file. If after a full and fair investigation, the Director of Personnel together with the appropriate administrative officer determines that a member of the CFOT community violated the sexual harassment policy, appropriate action will be recommended including but not limited to:

a. Training education
b. A reprimand
c. Disciplinary sanctions
d. Termination or expulsion

No recommendation for action will be made without providing the respondent with an opportunity to respond to all complaints raised.
against them. The respondent will receive timely written notification of the recommendation. The Director of Personnel will keep a separate record of each investigation.

6. Retaliation
No person, including parties and witnesses exercising his/her rights and/or responsibilities on the sexual harassment policy or procedures shall be subject to retaliation or threat of retaliation of any form. Retaliation shall include but is not limited to those actions directed against an individual on the basis of or in reaction to the exercise of rights accorded and/or defined by this policy which affects a person’s employment, advancement, scholarship, performance, habitation and/or property. A finding of retaliation or a threat of retaliation will constitute a separate violation of this policy, subject to separate or consolidated disciplinary procedures and is not dependent upon the finding of a violation of any other section of the policy. Complaints of retaliation shall be made to the Director of Personnel.

CADET GRIEVANCE POLICY/PROCEDURE
In even the most relational and caring communities, disagreements and personal, interpersonal events occur which cause friction, discomfort and upset amongst its members. Particularly in living and learning communities where natural hierarchies of power and responsibility must occur - such as teacher and student, supervisor and employee, administrator and faculty - the day-to-day interactions of human beings will occasionally conflict. Add to these working and learning situations, the multicultural demands of differing ethnicity, age, gender, language and experience and the hierarchical traditions within The Salvation Army, misunderstandings can be increased. As each of the above factors can lead to differences in perceived and expressed power over another, the rights of each individual within the community must be considered, protected and honored, to the greatest extent possible. In a spiritual, faith-based community of learning, we must proactively address, so as to prevent potential, perceived harassment, exploitation and de-valuing of one another. This policy addresses the process of a cooperative effort to avoid and minimize any harmful interaction of perceptions to each cadet.

There are two basic domains in which the above conflicts can occur and
must be considered – academic matters and spiritual development, personal matters relating more to the rules of treatment of one another. Academic matters should be dealt with in the most parsimonious manner and in the tradition of educational processes. Most commonly encountered, a cadet will disagree with the grading assessment of their work, classroom procedures and interactions or, more broadly, the format of courses and curriculum. Disagreements between student and teacher should be handled by the student approaching the instructor to discuss and mediate the concern, first. Bear in mind that, in almost every circumstance, the instructor has a greater amount of experience and, usually, formal education in the knowledge domain than the average student and if assessment follows the syllabus and rubrics provided by the instructor for the course, the instructor’s view should hold precedence. Failure in this mediation process may remain, however, and the student and instructor, together, have further recourse then to the Director of Curriculum (or designee) for ruling. The Director of Curriculum and each party may also seek to have the Academic Review Board consider and mediate the matter. It is strongly advised that instructor and student together approach this mediation if needed. Ruling by this second mediator is final in academic matters.

In matters of personal, spiritual and living condition, students are to consider the process of the above approach suggested in academic matters, however, often these situations can be more private, anxiety-producing and mentally painful. In our experience, some of these personal conflicts and situations are so distressing, that the complainant (those feeling injured) can NOT approach the perceived offender, and should not without advice and/or support. In these more personal matters, the Director of Personnel is considered the final mediator, advocate and aid for the complainant. The following procedures should be pursued: after careful prayer and searching for God’s will and advice, the Director of Personnel should be informed of the complaint. A written statement of the perceptions of the complainant of the incident(s), interaction(s) producing the complaint should be completed. Care must be taken by the complainant to avoid involving other cadets, staff or faculty to “build a stronger support” group, however, a single, individual, officer faculty member may be helpful in providing greater insight and perspective on these matters. The Director
of Personnel must then bring the complaint forward to the accused party and seek understanding, enlightenment and changes; this should occur within 25 days of receipt of the written complaint. This mediation and often educational procedure with the offending person(s) should be completed as quickly and thoroughly as possible and the accused MUST avoid any threat or appearance of retaliation to avoid further conflict and, perhaps, punishment. The decision of the Director of Personnel in mediation and/or punishment must be formally written and provided to both parties in a timely fashion (preferably within 10 days of the interview with the defendant) and is to hold in these matters. If either the complainant or the defendant is not satisfied with the decision, they can appeal to the Training Principal of the College. The appeal must be made within 25 days of the filing of the Director of Personnel’s written report/response to the two parties. The Principal will provide the College’s final written ruling (generally within 14 days) as a recommendation to the Cadet Review Board; recommendations from this process must ultimately go to the Board of Directors of the College at Territorial Headquarters for final action. When deliberations are complete and final action/resolution has been decided/reached, only formal complaints will enter the permanent files of the Director of Personnel and, depending upon outcome, the cadet(s) involved.

Finally, in matters of Discriminatory Harassment: The CFOT strives to maintain a community characterized by a respect for others. Our culture of respect means that no type of discriminatory harassment is to be tolerated. Any member of the CFOT community who witnesses or has been subjected to actions or words constituting harassment is encouraged to report the situation to the Director of Personnel, as soon as possible. All complaints will be investigated promptly and in as impartial and confidential manner as possible. All members of the CFOT community are required to cooperate in any investigation of complaints or harassment. A timely resolution of each complaint will be reached and communicated to the parties involved. Cadets suffering conflict or harassment are encouraged to notify the alleged harasser that the behavior in question is offensive and unwelcome; however, failure to do so will not preclude filing a complaint. In addition, by utilizing the College’s complaint process, a complainant does not lose the right to file a complaint with any outside enforcement agency when necessary. The Director of Personnel (or designee) will investigate all complaints and
every effort will be made to respect the confidentiality of all persons involved, consistent with the officer’s duty to investigate and resolve such complaints under federal and state regulations. An attempt will be made to resolve the complaint on an informal basis. If the matter cannot be resolved on an informal basis, the complainant will be encouraged to file a formal complaint, according to the processes specified directly above. A written copy of the complaint will be provided to the person against whom the complaint is being made. The Director of Personnel (or designee) will endeavor, whenever possible, to report the final results of the investigation, including the response of the person against whom the complaint is made and the complainant, to the Training Principal within 45 working days. The Director of Personnel alone will notify the parties of the action(s) to be taken unless appeal is made by either party to the Principal. Any attempt at retaliation or threat of retaliation against any person exercising their right to make a formal or informal complaint or testify or offer evidence connected with the complaint is a violation of this policy.

**False Complaints:** An individual filing a complaint or grievance in good faith shall not be subject to College sanction. However, if an investigation reveals that a complainant or witness has made deliberately false accusations or been intentionally dishonest, that individual will face disciplinary action, up to and including termination of cadetship or dismissal, in order to protect the integrity of the policy and process and to protect the person falsely accused.

**DISCIPLINARY PROCESS – COMPLIANCE**

A cadet who fails to agree to a disciplinary hearing or abide by a disciplinary sanction takes action to influence or coerce testimony in a disciplinary hearing OR takes action that disrupts or impairs an investigation or hearing, may be found in violation of failure to comply with the disciplinary process. Any cadet who knowingly provides false information in a hearing may also be found in violation of this or other parts of the code.

*Please see “Security, Safety & Sensitivity.” booklet for the following information.*

**INCIDENT REPORTING PROCEDURE**
SECURITY/SAFETY EQUIPMENT

ILLEGAL POSSESSION OF CONTROLLED SUBSTANCES OR WEAPONS

HAZING

THEFT, MISAPPROPRIATION, MISPRESENTATION OR UNAUTHORIZED SALE OR USE OF CFOT PROPERTY

CIVIL OR CRIMINAL OFFENSES

DISORDERLY, VIOLENT OR DANGEROUS BEHAVIOR TO SELF OR OTHERS

REASONABLE DIRECTIVES FROM CFOT OFFICERS OR STAFF MEMBER

SALES AND SOLICITATION

HARASSMENT, DISCRIMINATION & ASSAULT IN THE CFOT COMMUNITY

SEXUAL HARASSMENT POLICY

DEFINITION OF SEXUAL HARASSMENT

SEXUAL HARASSMENT COMPLAINT PROCEDURE

CADET GRIEVANCE POLICY/PROCEDURE

DISCIPLINARY PROCESS – COMPLIANCE
HEALTH & WELLNESS

HEALTH CARE PHILOSOPHY
The College for Officer Training operates on the premise that every cadet, by virtue of his/her acceptance, gives indication of sound physical health.

We respect you and encourage you to manage your own health and medical needs and the needs your children. The CFOT Health Office is available to support you in your transition and in the case where you may need help in finding primary health care or a specialist should the need arise.

In the event of a medical emergency please seek appropriate medical attention and notify the Director of Personnel.

It is the policy of the CFOT to have accurate medical records on file for all Cadets and their children. Medical records are maintained in a locked file according to HIPAA regulation.

The medical personnel use electronic medical record keeping and are the only individuals that have access to that information.

There are times when the Health and Wellness office will be closed (Long Free Weekends, Unscheduled days, Holidays, Summer Assignment, weekends etc.). The cadet is responsible to seek medical attention on their own during these times. Please see the CFOT Health and Wellness website to find a listing of alternative area medical care.

Any changes in your health status or non-routine medical care, received outside of the CFOT Health office should be reported to the nurse and/or Director of Personnel in order to keep your medical records current and accurate.

REPORTING AND TREATMENT OF ILLNESS
Any Cadet or child who is ill and may need to be excused from classes, activities (Field Training), or Family Care Center must send a note via Lotus Notes to “CFOT Sick Report/CFOT/USE/SArmy. Do not include the reason for your absence when you file a “sick-report”. Just state, “I or
my child will be out.” This includes ALL days of scheduled activities including Sundays and Kettles.

*It is not acceptable to report an illness after you have missed classes/activities or details.*

There is an emergency vehicle available for urgent medical purposes. The vehicle can be obtained through the Health Office. The emergency vehicle’s use is at the discretion of the Director of Personnel and the Health Office.

Cadets are expected to treat minor illnesses, such as headaches, colds, sinus conditions, allergies, etc. and carry on their normal College schedule. When a Cadet (or child) is excused due to illness it is expected that the Cadet (child) will remain in their quarters (except to go to the doctor or pharmacy) throughout the day and evening. In some cases, the Cadet-may be well enough to return to classes at some point in the day, but other than that, the Cadet should be in their quarters. It is unacceptable to go to the dining room, other campus activities (including Campus Ministries), to other Cadet living quarters or, in the case of illness, to have visitors in your quarters. Because we live in community and illness spreads very quickly, each Cadet is expected to respect the request of visitor limitation. If a Cadet goes home from class due to illness, the Cadet will return to their quarters and submit a CFOT Sick Report. This will be your form of an excused absence for the remainder of the day.

Illnesses that are more serious are to be brought to the attention of the Health Office and Director of Personnel and the cadet should seek appropriate medical care.

**All routine medical and dental appointments are to be scheduled during unscheduled time** (refer to the attendance policies section of the CFOT Catalog for policies concerning excused absences from classes and assignments.). The responsibility lies with the Cadet to make proper arrangements (excused absence form and vehicle request forms) through the Personnel Department at least **48 hours** prior to the appointment time, except in the case of an emergency.
If a Cadet has medical restrictions from activities, a detailed report must be obtained from the doctor who is restricting activity and submitted to the Health Office. If the restrictions continue past the recommended time prescribed, the Cadet will need to have further evaluation. They will also need to meet with the Personnel Director to determine a plan of action. If follow up treatments or appointments are required, the Cadet will inform the Health Office of the date and time of these appointments as soon as they are scheduled.

All diagnostic and summary reports from appointments for physicals, routine care, acute illness, injury, specialist referrals or procedures are to be brought to or faxed to (845-368-7257) the Health Office to be placed in the medical record.

Cadets who are receiving medical care by specialists outside of the Health Office (including pre and post-natal care) must obtain a note from their doctor(s) outlining limitations concerning classes, physical education, and detail. All women on the six-week maternity leave must have a note from their obstetrician clearing them to return to classes and activities. If an extension to the standard 6-week leave is needed, a note from the doctor and discussion with the Director of Personnel and the Health Office will be necessary.

PREGNANCY

It is the expectation that all cadets participate fully in the entire training program. If pregnancy occurs during the time at CFOT, the cadet is expected to attend all activities and maintain all class assignments. (See Curriculum Statement)

When a cadet couple discovers that they are expecting they should schedule their first prenatal visit and then give the following information to the Director of Personnel and the Health Office:

- Name of Obstetrician/Midwife/OB practice
- Expected Due Date as confirmed by health care provider
- Schedule of prenatal appointments
- Note from health care provider regarding physical restrictions as necessary
MATERNITY AND PATERNITY LEAVE
The day following the infant’s delivery the father will begin his five day paternity leave. These days are to be taken consecutively and do not include weekends and/or holidays. Maternity leave begins the day of delivery and is usually 4-6 weeks on the advice of physician and in consultation with the mother. The cadet mother may participate in community as she feels able and at her discretion during her maternity leave. The newborn is welcome in community at the parent’s discretion. When the mother is cleared to attend classes, the parents will begin attending classes and full activities on an alternating basis, unless contradicted by the mother’s physician. The cadet mother will then resume assigned Friday details, full class attendance and all field activities after the doctor releases the infant into FCC. Daily details will resume when the child is 6 months old.

Infants are admitted to the Family Care Center after parents submit a health certificate from the pediatrician to the Family Care Center and the Health Office documenting the appropriate immunizations and approval for admission to day care, in accordance to NY state regulations. This is usually at eight weeks of age.

Note: If a cadet delivers during the summer appointment, guidelines for expectations and responsibilities are discussed and negotiated with the commanding officer/supervisor.

There is provision for reimbursement of formula and/or baby food up to the child’s first birthday. The Business Office will accept receipts for reimbursement up to $150.00 per month when formula is being purchased and $50.00 per month for baby food. Receipts need to be signed by nurse before reimbursement is provided through the Finance Department. All receipts for reimbursement should be submitted to Mrs. Susan Grey (Personnel Secretary). The receipts will be returned to the Cadet’s mailbox following approval.

While the cadet is on summer assignment they receive an allowance. Therefore it is the cadet’s responsibility to purchase the baby formula/food without reimbursement. Upon returning and starting their second year the cadet can apply to receive reimbursement once again. This is through the child’s first birthday.
The cadet parent will notify the Health Office and the Director of Personnel upon the delivery of the child. The cadet will provide the infants information. (Time of birth, sex, name, weight, length) The Director of Personnel will then proceed to send this information onto The Training Principal, THQ Personnel Secretary and the cadet body.

EXPENSES and MEDICAL COVERAGE
Cadets have medical, dental and vision comparable to active officers. All First years should be current with your dental maintenance. If you need to have dental cleaning (it has been at least 6 months since your last), please send the Health Office an email and an appointment will be scheduled for you in the near future. Chesterfield representatives provide an informational seminar each fall to instruct cadets on the proper procedures of using their insurance plan. Please refer to their written instructions and if necessary, call their customer services line. When you spend money on prescriptions or medical supplies bring receipts to the Health Office to be signed and then present the receipts to Mrs. Robin Fraser in the Business Department for reimbursement.

FOOD FOR ILL CADETS
Since ill cadets are not permitted to come to the dining room, if you require assistance in obtaining food from the dining room, you may contact the Health Center.

HEALTH PROMOTION AND WELLNESS
The Center for Disease Control and the National Institute for Health have joined with the U.S. Department of Health and Human Services in promoting healthy lifestyles as a first measure in reducing the incidence of chronic diseases, such as diabetes, heart disease and high blood pressure. They have identified obesity in epidemic proportions among Americans. As we glorify God with our bodies, it is important that we take care of the Temples with which we have been blessed.

Healthy practices are encouraged in the personal life of the Cadet. Regular bathing, daily dental hygiene (brushing and flossing), nail care, hair care, and skin care (including sunscreen) are strongly encouraged.

WEIGHT MANAGEMENT
The Health Office is available to support and address any concerns on
an individual basis and will discuss an action plan strategy. Every cadet is encouraged to maintain healthy body weight and physical condition by:

* eating a well-balanced diet, low in saturated fats
* exercising regularly
* Regular weight monitoring
* practicing stress management strategies
* good sleep hygiene

**PHYSICAL FITNESS**
As part of their training at the CFOT, all cadets are required to engage in regular physical activity to meet the physical fitness requirement as specified by the Health Office. Any exceptions or accommodations will be made by the Director of Personnel in consultation with the Health Office.

There are two Fitness Centers: one in Agnew Hall basement & one on the second floor of Davidson. The exercise room hours are 6:00 am to 10:00 pm (Agnew) and 11:00 pm (Davidson).

The following guidelines must be respected in both areas:

- **No children under the age of 17 are to be in the fitness center without adult supervision, preferably the parent.**
- Children under 17 must have formal instruction on the use of fitness equipment by the Campus Trainer prior to using gym equipment.
- All equipment is to be cared for properly by cleaning with disinfectant after each use.
- All equipment is to be placed in its designated rack when workout is completed.
- No food is to be taken into the fitness centers, & water only as a beverage can be consumed in these rooms.
- Please be respectful of those who live in the residences near the fitness centers when playing music & or other distractions.
- The sound equipment & TV’s are for use while in the fitness centers & are to be handled with care & respect. Please refrain from playing inappropriate music or TV/movies, etc.

In addition to the availability of the Wellness Coordinator’s services, each cadet participates in Health and Wellness Class as part of
Curriculum.

Please do your best to stay healthy in this close knit community- **WASH YOUR HANDS FREQUENTLY**, use hand sanitizers that are around campus and in the dining room, cover your mouth and nose when you cough/sneeze with the inner aspect of your elbow, get 7-8 hours of sleep, and eat properly.

**SPECIAL HEALTH CARE FOR CHILDREN**

In order for the medication to be administered to a child while in Family Care, a NYS daycare medication form must be completed & signed by the child’s pediatrician. These are available from the Campus Ministries Manager. It is advisable to obtain a few copies to have on hand when you are taking your child to the doctor.

If a child is asthmatic or suffers with allergies, please bring at least one dosage of appropriate medication to the Family Care Center where it will be marked with the child’s name and complete instructions, and stored for use in case it is urgently needed when the parent is off campus. The consent for the administration of medicine must be completed with instructions for the use of these medicines.

**BORROWED EQUIPMENT FROM HEALTH CENTER**

Durable medical equipment is available through the Health Center such as nebulizers, crutches, splints, etc. It is advisable that Cadets purchase their own supplies for their personal comfort. Please see the Health Office to borrow this equipment. All borrowed items need to be returned before the end of the academic year by check out in June.
SPORTS AND RECREATION PROGRAMS

PROGRAM OVERVIEW

The Sports and Recreation programs are offered as an extension of the Health and Wellness Office to enhance the physical and holistic needs of the CFOT community and through outreach, the needs of the greater community. The programs offered will teach cadets how to develop and organize sports ministry programs in a corps setting. In addition, these programs will reach out to their local communities to proclaim the Gospel of Jesus Christ for the purpose of salvation. The programs offered will be in line with the Mission Statement of The Salvation Army and will enhance the emotional, spiritual, and physical needs of the Cadets, families and staff.

Recreational activities will provide a healthy physical outlet, while also providing social opportunities that lead to building relationships. Through these relationships an emotional support system can be built among the Cadets and their families that can last throughout their career. Devotions and prayer time will be incorporated into the program, as well as a Christian atmosphere.

PROGRAM GOALS & OBJECTIVES

- Provide a Christian sporting atmosphere, developing opportunities towards spiritual growth and exercising faith
- Bridge relationships between in-house and community groups.
- Offer programs that will give a physical outlet, leading individuals to maintain a healthy lifestyle – release of stress, exercise, spiritual refreshment, emotional release, etc.
- Teach fundamental sporting skills and rules of individual games.
- Afford consistent opportunities to enhance and practice sporting skills as well as engage in physical activity.
- Present opportunities for fellowship and healthy competition.
- Provide instruction/training for the cadets to recreate like programs in their communities once commissioned.
- Provide supervision/instruction to individual cadets or groups in physical exercise or personal training.
ACTIVITIES & SCHEDULE

Specific programs developed will depend upon the desire of the CFOT population. To help cover Sports and Recreation expenses the following fees need to be paid prior to participating:

1). $10.00 for any Sports leagues per quarter.
2). $10 fee for Master Al’s classes per quarter.
3). $10 fee for swimming at the Suffern High School per quarter.

Some specific activities to be included are as follows:

- Co-ed Volleyball League & Open Gym Volleyball
- Women’s’ Basketball (Year by Year)
- Men’s’ Basketball League & Open Gym Basketball
- Co-ed Soccer League & Open Gym Soccer
- Open Gym - Basketball & Soccer (on Pepper Field)
- Weight Rooms: Weight Rooms are located in Agnew basement and Davidson gym on the 2nd FL
- Game Room: Davidson. Pool table, ping pong, bubble hockey, darts, arcade games, and a TV.
- Other Activities: Corn Hole, Slam Jam, Ladder Ball, Tennis, Frisbee, Soccer ball, Volleyball, Basketball, Kick Ball, Wiffle Ball and Bat, and Bikes
- Special Events: Pepper Bowl, Watson Classic, Davidson Cup, Mini Basketball Tournament, Sports Ministry Banquet, and assistance with Turkey Trot, 5K Run/Walk, and ordering of T-shirts.

Schedule of activities will be posted for each quarter.

Facebook Pages for above activities:
- Basketball - CFOT Basketball League/Open Gym
- Soccer - CFOT Soccer League

EXERCISE ROOMS

There are exercise rooms in Davidson Hall on the second floor and the lower level of Agnew Hall. These are co-ed exercise areas. Care should be taken in the use of the equipment. Young people age 17 and under must always have direct adult supervision and have permission and proper training from the Sports and Recreation Coordinator. Observance of posted rules and regulations is required. These facilities are for the use of CFOT community members only, unless approved by
Administration. The exercise rooms are available from 6:00 am to 10:00 pm (Agnew) and 11:00 pm (Davidson).

USE OF GYMNASIUM

Gymnasium use is restricted to the families of staff and cadets who reside on campus unless approved by the Assistant Training Principal for Administration. The use of the Watson Gym needs to be reserved through the ATPA/Sports Ministry. The hours of operation for Watson gyms are 5:30 am until 11:00 pm.

GYMNASIUM GUIDELINES

Scheduling:
- Consult the gymnasium schedule posted in or near the gymnasium for availability.
- Gymnasiums must first be signed out through the Sports and Recreation Coordinator; however, if you are using these areas for any type of parties, approval must go through the Personnel Department AND ATPA office with the request copied to the Sports and Recreation Coordinator.
- All groups must leave the facility by 11:00 pm. Each group/person must adhere to the hours for which they are assigned and may not extend the hours without approval.

Food/Water:
- Absolutely no food permitted in the gymnasium (except during an approved function which would warrant it). Beverages must be in a covered, non-glass container.

Supervision:
- Children/teens 17 & under must be under direct parental or leader supervision when using the facility or participating in a supervised program activity. For their safety, children are not permitted in certain areas of the facilities (i.e. behind the stage area).
- The parent/leader/supervisor must be over 18 and remain until all participants have left and notify the security guard after hours – before leaving the building. This will assure that the gym is locked up and left in good condition.
• The supervisor is responsible for ensuring that the area is left clean and orderly.

Misconduct:
• Any group/persons that does not abide by the rules or causes damage to the facility may be subject to termination of building usage and payment of repairs.
• Horseplay, fighting, destructive, threatening behavior and disrespectful language are prohibited and could result in suspension of gym privileges for the day, semester, year, or indefinitely.

Equipment:
• Equipment may be checked out, see separate form(s) via the Sports and Recreation Coordinator. Return & condition of equipment at return is the responsibility of the parent/leader/supervisor. If the gym requires a setup, notification will be required at least two or three days in advance.
• Return all equipment to either the Sports and Recreation Coordinator or to the Sports and Recreation Cadet Detail Orderly.

Clothing:
• Proper athletic attire is required. Shirts must be worn at all times.
• Bare feet, open-toed, street shoes or athletic shoes that mark the floors are not permitted in the gyms or on the courts. Metal cleats are not permitted in the building.

Safety/Security:
• The Salvation Army – College for Officer Training is not responsible for lost or stolen items.
• Outside doors shall be kept closed due to security and fire regulations, gym entrance doors shall remain unlocked during gym use. It will be the responsibility of the parent/leader/supervisor to control the entrance to the gym and also notify maintenance or the security guard on duty (after hours) when finished, and notify the respective parties of any concerns.
• No alcohol or tobacco products are permitted in the facility. There is a designated smoking area located behind the kitchen loading dock.

Note: There may come a time in which schedules need to be adjusted based upon unforeseen events. If so, you will be notified as far in advance as possible and every attempt will be made to provide a positive outcome.

All issues with gymnasiums, fitness centers, sporting equipment and recreation resources must be reported to the Sports and Recreation Coordinator for prompt attention.
CAMPUS MINISTRIES

PURPOSE

Campus Ministries cares for families and individuals of the CFOT through child-care, after-school activities, corps programming and campus-wide events. Campus Ministries includes care for infants and children through grade 5 in a licensed program and teens (children and teens grades 6 through 12) in our teen rooms. Campus Ministries serves the needs of cadets, and families, and its schedule follows that of the cadet’s schedule.

Campus Ministries is actively involved in community life with your children and we strive to mirror their journey with yours thus working together. We fully embrace our role in ministering to each person as an extension of the covenant community and the family unit. Within ministry to families, we uphold, wherever and whenever possible, individual family values and willingly embraces the opportunity to dialogue regarding every aspect of a child’s life.

ROLE OF CAMPUS MINISTRIES’ - INFANTS THROUGH PRESCHOOLERS

During cadet classroom hours, Field Training Sundays, Spiritual Days, and other occasions when cadets are involved in scheduled activities, on or off campus, all infant to 4 year old children are required to be in Campus Ministries.

ROLE OF CAMPUS MINISTRIES’ - GRADES K-5

During, before and after school hours, public school holidays, Field Training Sundays, Spiritual Days, and other occasions when cadets are involved in scheduled activities, on or off campus, all children, Grades K-5, are required to be in Campus Ministries.

ROLE OF CAMPUS MINISTRIES’ - GRADES 6-12

During after school hours, public school Holidays, Field Training Sundays, Spiritual Days, and other occasions when cadets are involved in scheduled activities, on or off campus, teens are generally required to be in Campus Ministries.
CONTACTING CAMPUS MINISTRIES

These numbers are important in the event of an emergency, illness, or transportation problem.

Campus Ministries Director x21398
Campus Ministries Manager x21249
Campus Ministries Site Coordinator x21248
Campus Ministries Program Coordinator x21250
Youth Ministries Coordinator x21205

CAMPUS MINISTRIES – YOUTH PROGRAMMING

Weekday Corps Youth Programs
Campus Ministries together with Field Training partners with Spring Valley Corps to provide a wide variety of corps programs. In addition, Campus Ministries provides programs for the CFOT community. Although the complement of programs may vary from year-to-year, based on continued evaluation of needs and interests of the ever-changing demographic on campus, the programs listed below have been offered in recent years.

Discipleship Opportunities
- Totally His! (Junior Soldier Preparation Course),
- Junior Soldiers (Age 7-5th Grade)
- Honor Junior Soldiers
- Corps Cadets (Grades 7-12)
- Senior Soldier Preparation
- Small Group Discipleship
- Bible Bowl

Fellowship Opportunities
- Moonbeams (4 & 5 yrs)
- Sunbeams (grades 1-5)
- Adventure Corps - Explorers (grades 1-4) and Rangers (grades 5-8)
- Girl Guards (grades 6-12)
- After-School Homework Help Available
Worship/Arts/ Ministries

- Singing Company
- Youth Band
- Youth Worship Band
- Youth Timbrels
- Sacred Dance
- Youth Drama
- Beginner's Band

For the safety of all children, the following dismissal procedures are in place. All elementary school students must be escorted by adults from program to program. Middle school and high school students may be released from their programs (in Watson) to head toward the Dining Room or to the next program, if the parents inform the leader that this is allowed. After dinner, all children and teens are to be escorted by a parent from the main building to their apartments.

GNY DIVISIONAL PROGRAMS

Campus Ministries’ programs receive the support of The Salvation Army’s Greater New York Division. The youth at CFOT are invited and encouraged to participate in the divisional youth activities below...

- Star Search (all ages)
- Bible Bowl (7th -12th grades)
- Youth Chorus (for teens by audition)
- Youth Band (for teens by audition)
- Railton Band (for children and teens by audition)

CAMPUS MINISTRIES - SPIRITUAL FORMATION FOR K-12TH GRADE

The Youth Ministries staff hopes to reach out and support the children and families of the CFOT. We hope to grow individually and together, spiritually and socially. We strive to PROVIDE three teen rooms that give opportunities to engage the mind and the soul, and that foster faith, friendship and fellowship. We hope to SEE and to BE with the CFOT children in our After-school program, small groups, SALT fellowship, and field trips. We hope to learn who God made us to be, to share in His community in life-giving ways, to prepare for the journey He has designed for us.
Small Groups
Each child within the care of Campus Ministries will be assigned to a small group. These small groups will meet on a regular basis addressing personal issues, working on relationships, conflict resolution, and development of a deeper prayer life. Specific curriculum created with small group ministry in mind has been used in the past. Our small group leaders are hand-picked from among the Campus Ministries Staff and Cadets.

Officer Kid School
It is our desire to do everything we can to prepare and equip the lives of cadet children as they join alongside their parents in ministry for the Salvation Army. It is our goal to help aid in the process of their own spiritual growth. In OK School, we will focus on smooth transitions, healthy relationships within the family and community, dealing with parents as pastors, and the expectation of others in their role as "Officer Kids."

Worship Nights
Once per quarter, the teens gather for an evening of worship together. The focus of SALT services is to give the teens an opportunity for worship and worshipful expression that is constructed specifically with them, their needs and their culture in mind. Our desire is to meet the teens wherever they may be, spiritually speaking, in such a way that they have the opportunity and growing desire to open their hearts and minds to all that God has in store for them...for their two years here and for the rest of their lives.

CAMPUS MINISTRIES – SUNDAY WORSHIP
There are three types of Sundays at CFOT: Family Worship Sundays, Field Training Out-Sundays, and Spiritual Day Sundays. These Sundays all children and teens remain at CFOT. Family Sundays include everyone on campus so on these days, all children & teens remain at CFOT with their parents to attend Sunday School and Church. While Cadets are engaged in Field Training Out-Sundays and Spiritual Day Sundays, ALL children will again remain on campus for worship with the Campus Ministries Staff.
Family Worship Sundays:
Families worship all together at CFOT:
10:00am United Sunday School
11:00am Morning Worship
(Cry Room provided for parents with children under 2, on an as needed basis- Principal’s Lounge)
12:00pm Lunch for the entire family- Cadet Dining Room

Field Training Out Sundays:
Cadets minister in brigades at assigned corps. A Campus Ministries Brigade remains on campus to lead Sunday School Classes, worship and activities. Campus Ministries open 15 minutes prior to the earliest brigade departure. Children & teens remain in Family Care & Teen Ministries until their parents return.

8:30 - 9:00am A light breakfast is served in Dining Room under Campus Ministries’ staff supervision.
9:00 – 9:20am Sunday School Opening
9:25 – 10:15am Sunday School Classes
10:15 – 10:45am Break and Snacks
10:45 – 12:00pm Morning Worship
12:00 – 1:00pm Lunch
1:00 – 2:30pm Activities

Spiritual Day Sundays (with Sunday School classes)
9:15am CM opens for infants –Pre K class
9:30am Sunday School Classes
10:15am Snack
10:30am Children/Teen Worship
Lunch

Spiritual Day Sundays (without Sunday School Classes)
9:45am CM opens
10:00am Children/Teen worship
Lunch

PUBLIC SCHOOLS
Contact Information for Suffern Central Schools
Cherry Lane Elementary School 357-3988
Montebello Elementary School  357-4466
R.P. Connor Elementary School  357-2858
Sloatsburg Elementary School  753-2720
Viola Elementary School  357-8315
Suffern Middle School  357-7400
Suffern High School  357-3800

Registration
Accepted candidates are expected to complete and submit all school registration forms received from the CFOT Campus Ministries Director before August 1st of the year they are scheduled to enter CFOT. As a part of this process, parents will be expected to ensure that their children have up-to-date immunizations, and a record to verify the immunizations.

Questions about school registration may be directed to the Campus Ministries Director.

Early withdrawal in June for all children is prohibited by state law.

Emergency Contacts
All Cadet Parents are to list the following names and contact numbers on their child’s emergency contact form, in this order: parents, Campus Ministries Manager, Campus Ministries Director, Personnel Department Administrative Assistant.

Lunches
School children may be eligible to receive free public school hot lunches. Cadets submit a completed application to the Campus Ministries Director, who will submit it to the Ramapo Central School District. First-year cadets will receive bag lunches for their children from the CFOT kitchen until the public school sends notification of your child’s PIN number. Children of second-year cadets use the same PIN number as they did the previous year. Please report any difficulties with the school lunch program to the Campus Ministries Director.

School Relationships
The Campus Ministries Manager acts as liaison between the College for Officer Training and the Ramapo Central School District in matters of
support and coordination. Parents are expected to actively participate in their child’s education and attend parent-teacher conferences. Excused absence forms must be submitted to the Personnel office if a cadet will miss class time to visit his child’s teacher or school officials. Whenever possible, Cadets should make appointments before or after CFOT class time.

Transportation
All school-age children ride school buses. The buses for elementary and middle school students stop at the first CFOT driveway on Woodland Avenue. There is a gazebo next to Pepper Hall, which serves as a bus shelter for these children. Elementary students are supervised at the bus stop by Campus Ministries staff. It is important that children are in line and ready to board the bus as it comes to a stop. High school students normally gather in Rader Court, near Woodland Avenue. (A detailed bus schedule will be posted in Family Care) All teens must have adult supervision while at the bus stop. Either a detail team will be assigned for this purpose or parents will be responsible for their teens.

When the temperature falls below freezing (32 degrees), the children will be provided with a warm van in which to wait, while under the supervision of a Campus Ministries staff member (elementary age children) or cadet (teens).

Campus Ministries employees will meet the children (Grades K – 5) at the bus stop each morning (at 8:10) and afternoon on days when Campus Ministries is open. Children will return to Family Care/Teen Ministries after getting off the bus each afternoon. Campus Ministries is responsible for escorting the children from the bus when parents are in assigned classes or activities (Parents are expected to pick up their children by 4:15 PM except class or seminar that go until 4:30 PM.

If a child misses the school bus in the morning, the parent is responsible to secure transportation for him or her. In such a case, parents must notify the Personnel Office at ext. 21216. A parent is not excused from classes to stay home with a child who has missed the school bus. Campus Ministries' staff should be contacted to determine if the vehicle assigned to their department is available for use.
If a child misses the school bus after school, the public school will attempt to contact both the parents and the staff of Campus Ministries. Campus Ministries will make every effort to contact the parents. If this fails, a Campus Ministries’ staff member will pick up your child. (Note: it is very important to list the Campus Ministries Manager, Campus Ministries Site Coordinator, Campus Ministries Programing Coordinator and Youth Ministries Coordinator on the emergency contact card from the public school."

**Suffern Middle School Regent Exam Schedule**

Suffern Middle School offers two courses to 8th graders which require a Regents exam to be taken related to 8th grade accelerated science class and the World Language Proficiency exams. These are given to 8th grade students in Italian, Spanish, and French. If your child is taking one or both of these classes, please find out the details regarding their exam schedules and share them with the Campus Ministries Staff.

**Suffern High School Regent Exam Schedule**

In January and June the High School students may have to take one or more Regents Exams. The school sends home a schedule for these exams.

In January, Monday through Thursday, the Regent Exams will take place during regular school hours and students will be bused to and from school at their regular times. In January, on Friday, only students needing to make up a Regent Exam will be required to attend school. Busing will be provided. Campus Ministries will be open on that Friday for any teens who do not need to make up a Regent Exam.

In June all High School students are required to remain on CFOT campus, after Commissioning, to complete their Regent Exams. June regent exams alter the day-to-day public school schedule. Cadet parents also have an altered scheduled during June Regents. Students and parents are to keep the Campus Ministries Manager and Program Coordinator informed about their Regent and Cadet Schedules so that appropriate transportation and child-care can be arranged. Details surrounding June Regent exams will be announced, organized, and handled on a yearly basis.

**Weather-Related School Closings**
There are no absolutes when it comes to snow days. Instructions will be provided to cadets by the CFOT Administration via Lotus Notes. The employee snow policy is specific to employees, and is not applicable to cadets. Administration has direct access to information provided by the public school system, so that informed decisions are made on behalf of cadet families.

**PARENT MEETINGS**
To provide educational opportunities to increase the number of tools in our “parenting tool box”, to foster consistent dialogue between Campus Ministries and families, and to provide support to one another, monthly Parent Meetings are led by the Campus Ministries Director for all cadet and officer parents.

Child Care is provided to ensure that all cadet and officer parents are free to attend.

**CHILD CARE FOR SPRING CAMPAIGN**
In preparation for Spring Campaign, cadet parents must secure a caregiver for their children. Cadets with children in the public schools must secure a caregiver who is willing to stay on-campus. Caregivers are responsible to get children on and off of the bus each school day. Parents will be asked to provide Campus Ministries with contact information and other details about their chosen caregiver, for the safety and well-being of the entire campus during this week.

Campus Ministries makes special plans for the cadets’ children, including after school and early evening activities.

For infants through preschool-age children, Family Care remains open on weekdays during Spring Campaign. Caregivers are urged to make use of their services to provide the children with as much continuity as possible. The Family Care Center and Youth Ministries are open is open from 8:30 am – 12:00 pm and 12:45 pm – 4:15 pm each day except for Saturday and Sunday.

An informative orientation meeting is conducted the night before brigades depart for Spring Campaign. It is expected that one parent, all teens, and all caregivers are in attendance.

**CARE AND SUPERVISION OF TEENS**
While Parents Are On Campus
When parents are on campus, teens in grades 6-12 must report to Teen Ministries (no earlier than 15 minutes before the scheduled activity). These teens will be required to go directly to Teen Ministries upon their arrival at CFOT from school. They are to remain in Teen Ministries until a parent picks them up.

During days off from School High school students could report to the teen rooms at 9:30 am.

All teens must be supervised by a parent while in Davidson Gym, Watson Gym and Agnew Exercise Room.

While Parents Are Off Campus
When parents are off campus, all teens, must report to Teen Ministries (no earlier than 15 minutes before parents are scheduled to depart). No teen is allowed to remain at home while parents attend a scheduled activity off-campus.

If your child has a scheduled activity (sports, field trip, school rehearsals, etc.) while parents are off-campus, parents (and not teens) must inform the Campus Ministries Director and leaders of the Family Care Center and/or Teen Ministries program in writing.

Similarly, parents who choose to leave their child or teen in the care of another adult on campus, when that child or teen would otherwise be expected to be in the care of Campus Ministries, must report that arrangement to the Campus Ministries Director and leaders of the Family Care Center and/or Teen Ministries program.

In the event that a child or teen is ill when parents are scheduled to be off-campus, it is the responsibility of one parent to remain with the child or teen and to contact the Campus Ministries Director and Family Care Staff or Teen Ministries Leader on-duty to alert them that they should not expect your child to be in attendance. (Please contact these individuals by calling their cell phone numbers.)

BUSINESS DEPARTMENT
PURPOSE
The CFOT business department exists to model, teach and implement effective Christian Stewardship practices, adhere to the fiscal policies of The Salvation Army and provide excellent support and service to the Cadets, Faculty and Staff.

The Business Department manages all Financial, Property, Vehicles, Insurance, and Campus Security for the school.

FINANCE
All cadets arrive at the College for Officer’s Training with an approved budget from their Divisional Headquarters. Each cadet is ultimately responsible for their own finances during their two years of training. Every effort will be made to help cadets maintain good stewardship of their budget. Staff is available to provide assistance when needed. During the first few weeks of training, cadets will have the opportunity to sit down with the Director of Business and/or the Assistant Director of Business to review their approved budget and determine their bi-weekly allocation based on available funds. In the event of unforeseen emergencies or changes you should plan to notify the Director of Business or the Assistant Director of Business immediately.

Cadets are responsible for reviewing, confirming, and verifying that the financial resources listed in their approved budgets have been secured or will be sent to the College in a timely manner. If there are any questions on any items, the cadet should review this with the Assistant Director of Business.

Cadets are discouraged from incurring debt by use of credit cards or any other means during their two years of training.

FAMILY AND CHILD CARE FEES
Parents whose children accompany them to CFOT must have adequate financial support to fund expenses for child care and all related medical fees. Payments are due upon arrival of cadets at the college for the full training year.

If a child reaches a higher age level during the training year, the fees will be calculated based on the number of weeks in each age category.
In the event a child is born during the training year, the weekly fee (prorated through Commissioning) will be charged upon entry into family care.

CANCELLATION AND REFUND
In the event that a cadet's training is interrupted or terminated before being commissioned, the following items will be deducted prior to the issuance of a refund:
- Service fees
- Cost of transportation home, if purchased by The Salvation Army.
- Scholarship grants which have accrued through participation in Salvation Army activities or grants given from Salvation Army funds.

The exact pro-rated portion of the tuition fee will then be granted on the following scale:

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to beginning classes</td>
<td>100 %</td>
</tr>
<tr>
<td>Within two weeks after classes begin</td>
<td>90 %</td>
</tr>
<tr>
<td>Within six weeks</td>
<td>60 %</td>
</tr>
<tr>
<td>Within eight weeks</td>
<td>40 %</td>
</tr>
<tr>
<td>Within ten weeks</td>
<td>20 %</td>
</tr>
<tr>
<td>Thereafter</td>
<td>No refund</td>
</tr>
</tbody>
</table>

Refunds will be issued to the actual source of funding.

CADET MEDICAL AND DENTAL EXPENSES
All Cadets and any dependent children are covered by the Officer Health Care Plan (OHCP). The official Minute (Officer Health Care Plan Minute 1N) explaining the details of the OHCP is available in the Lotus Notes Minutes Database.

CADET BOOK GRANTS
A book grant is available to all cadets. The College will reimburse each cadet 50% of the cost of books and other educational materials purchased. The maximum reimbursement per school year is $300 per cadet.

This plan includes the purchase of books (including Bibles and *The
Salvation Army Song Book) and educational material such as CD’s, DVD’s, and computer software. Not included in the plan are fiction books or entertainment CD’s/DVD’s/computer software (including music and accompaniment music), and blank CD’s or other storage devices. While the cadet plan allows for the reimbursement of e-books, the purchase of tablets or electronic readers (IPad, Kindle, etc.) is NOT allowed.

All book grants must be submitted to the Assistant Director of Business. The Assistant Director of Business will approve them and the reimbursement will then be issued. For married couples, it will be necessary for both cadets’ names to be on the reimbursement form. **Requests for reimbursement must be made within 60 days of the purchase of educational materials.** Care should be exercised in the keeping of accurate personal records regarding the book grant. A refund will be required if the account is overdrawn.

Book Grants run from October through May.

**CADET LOAN FUND (SECOND YEAR ONLY)**
The cadet loan fund provides a maximum loan of $1,000 per cadet and $2,000 per married couple. The cadet loan may be given for the purpose of meeting the expenses directly related to the second year of training. Funds are not available for expenses that relate to the first year of training. The cadet loan will only be made available after all other sources have been researched. **Please know that this loan is not forgivable and must be repaid in full.**

**CADET TITHING/OFFERINGS**
Cadets will be requested to participate in proportionate giving through the cartridge system. Cadets will be provided with cartridge envelopes. These envelopes will be used to provide opportunity for each cadet/cadet family to participate in consistent giving. Guidelines for this program will be shared with the cadets upon entering the College for Officer Training.

It is important to note that the tithing collected is applied to the overall CFOT World Service goal. This goal is a targeted amount assigned by Territorial Headquarters.
The Sunday morning offerings support our World Services effort. During the year cadets participate in special events and projects to raise funds for Salvation Army services around the world.

RESIDENTIAL LIVING
One of the obvious blessings of the Training College is the opportunity to live in community with other believers and Salvationists. In order to make this the most enjoyable experience for all, certain guidelines must be respected by all. Cadets and their children are responsible for knowing, understanding and living within CFOT procedures and policies that govern the residences they enter.

Stewardship of Salvation Army property is a vital part of our spiritual discipline and training as a future officer of The Salvation Army. It is expected all behavior on and off campus will be governed by the cadet's own biblically based convictions and personal desire to live holy lives rather than externally imposed rules. However, since this is an individual developmental process and cadets enter training at different levels of spiritual development and maturity, it is recognized that some cadets may need more direction in this regard than others.

Items in the Community Living Section and in other parts of the CFOT Community Guidelines relating to community living apply to all who are living on campus including children and young people. Each Cadet is responsible to orient all family members and approved guests of the guidelines, policy and procedures that govern the residences and community living.

CARE AND CLEANING OF QUARTERS/INSPECTIONS
All cadets are responsible for the daily care and weekly cleaning of their own living quarters. Due to fire hazard restrictions, no personal items are to be left in the hallway or the lobby.

The purpose of regular quarter's inspections is to ensure that an acceptable standard is maintained and to allow for encouragement and corrective measures when necessary.

Room inspections will be conducted on a monthly basis and/or as needed. The dates for these inspections will be noted on the monthly
cadet calendar. In addition, spot inspections may be held at the discretion of a Home Officer if necessary. This is in preparation for the regular inspection process which takes place in all Commands on the field for the maintenance of Army properties.

Inspecting officers will be looking for general cleanliness, damage to walls or furniture or other property damage. There may be occasions where personal belongings may be moved in order to conduct a proper inspection i.e. areas around the sink, toilet and counter tops.

A copy of the room inspection form will be provided to each cadet and the completed forms will be kept on file. Cadets are required to participate in the scheduled room inspections. Each cadet should be guided by the following standards, which will follow you through your officership in a variety of quarters.

A. Beds made
B. Floor free of clutter
C. Trash cans emptied and relined with plastic bags
D. Turn off lights
E. Clear clutter from desk and tables
F. Vacuum and dust as needed
G. Clean and sanitize bathrooms
H. Clean and sanitize kitchen
I. Clean lawn area in front of and behind quarters (Rader)
J. Clean filter from Dryer and Washer every use

Failure to receive a “good” or “excellent” rating on inspections will result in the following:

- First violation – Instruction on how to correct with a follow-up inspection if needed.
- Second violation – Interview with the Home Officer or Director of Personnel or the Director of Business.

REGULAR UPKEEP OF SALVATION ARMY QUARTERS & PRIVATE PROPERTY

The College campus is well maintained. It will take the personal interest and effort of every member of the community to keep it this way. Each
cadet and child is a member of the team. We ask that you join forces with the maintenance personnel in keeping the campus attractive and clean and in excellent repair.

Be guided by the following:

1. **Repairs**
   Please notify the Maintenance Department through the Maintenance Request On-line form that is located on the Lotus Notes’ USE Home Page for any needed repairs. Emergency repairs are to be reported to the Facilities Manager (Business Department) immediately.

2. **Rug and Carpet Care**
   At least twice a week use the vacuum cleaner to clean carpet thoroughly in your quarters. Vacuum entry ways and frequently used rooms daily to remove surface dirt and litter. Quick attention to spots and stains can often prevent permanent damage. Clean (with approved products) and/or vacuum spills when they occur. Any stains that cannot be removed should be reported to the Home Officer. If you need to utilize the carpet cleaner your requests should be made through a maintenance ticket.

3. **Wall Care**
   Painting or the placement of nails/adhesives to the walls is prohibited.

4. **Furniture Care**
   The purpose of proper furniture care weekly is to provide beauty, safe cleaning and as much protection as possible for the finish. Please read and follow the instructions on all cleaning products before applying. Furniture is **NOT** to be removed from the cadet living quarters, nor should furniture that is fixed to walls or floors be moved. **If moving of furniture causes damage you will be responsible for the repair or replacement.**
   Abuse or misuse of furniture in the cadet quarters may result in a request for the cadet to pay for replacement or repair. Furniture is not to be taken outside.

Cadets are not to bring any furnishing items to the campus without prior written approval of the Director of Business and/or Director of
Personnel.

5. Mattresses
For young children, plastic mattress covers must be used to protect the mattress from soiling. See a Home Officer for further information. Please use the zippered mattress covers provided. Do not throw away mattress covers without the permission of the Home officer. Please use the bedbug mattress and box spring covers provided by the Home Office.

6. Electrical Utensils
Hotplates are strictly prohibited in cadet living quarters due to fire codes.

7. Cleaning Supplies
Basic cleaning supplies are available through the Home Officer for quarters and detail assignment and will provided at distributions held periodically throughout the year.

8. Telephone / Cable TV / Internet Equipment
Telephone and cable equipment may not be removed from the assigned apartment. It is anticipated that this equipment will be cared for appropriately. If the equipment does not work, please report it immediately to the Director of IT and Communications.

Unauthorized telephone, internet, and cable equipment or alterations is prohibited, including splitting the cable. Game systems are permitted to be used with your TV. However, internet gaming console is prohibited.
Cadets are only permitted to make local calls. Long distance calls are blocked. Cell phones or telephone cards are encouraged for long distance calls with adequate budgetary provision.

9. Athletic Equipment
Bicycles, roller blades, wheelies, scooters, basketballs, etc. are not to be used in the hallways. Bikes are to be stored, locked and labeled in the basement bicycle storage rack of Pepper Hall, storage room of Davidson Hall or the storage cages for those living in Agnew Hall. The College accepts no responsibility for bicycles, skateboards, inline skates, roller
blades that become lost or stolen. No bicycles are to be kept in living quarters at any time!! No toys, helmets, bicycles, etc are to be left in the street or lobbies.

No bicycle should be used or moved without permission from the owner. **Helmets must be worn by ALL bicycle riders, skateboarders, roller blades, inline skaters.**

10. Candles/incense
Candles and incense are not to be burned in any room or common area.

11. Outdoor Grills
Please be aware that outdoor grilling is only permitted in two locations on campus:
The designated area beside Davidson Hall (facing the Rader Court Townhouses). A very nice, brand new, CFOT owned grill is available for your use at no cost. Folding tables are also available for your use at no cost. These items can be reserved by submitting a request to the Director of Business. He will either instruct the maintenance team to set up the grill in its designated location or provide you with the key to the shed that contains the grill and the tables. **Please be aware that no personally owned grills may be used on CFOT property.**
The patio outside the dining room using the large CFOT BBQ. It is important to note that this large BBQ can only be operated by a member of the CFOT kitchen staff. If you wish to use this BBQ and the patio for an outdoor function, please forward your requests to the Director of Business. He will determine if a member of the kitchen staff is available for your function. If a member of the kitchen staff is available, there will be a $50.00 charge to cover the overtime costs.
As already stated, no personally owned grills are permitted to be utilized on the CFOT campus.

Use of the two CFOT owned grills will be available on a first come, first serve basis.

12. TV's /DVD'S/Media consoles
TV's and DVD's, and Game Consoles are to be used in the privacy of cadet quarters. Video and game programs should be those that are
appropriate for viewing in a Christian community. Movies must be rated PG-13 or lower if viewed in a public area. Video games must be rated T or lower if played in a public area. Game systems are permitted to be used with your TV. However, internet gaming consoles are prohibited.

13. Pets
Pets of any kind (feathered, finned, footed or furry) are not permitted in cadet housing.

14. Laundry
The College provides laundry facilities free for cadets, and they are used at the cadets' own risk. Cadets may only use those facilities specified for their living areas. All Cadets are encouraged to mark their clothing for identification purposes. In the event a machine is not operating properly please inform the Home Officers and complete a Maintenance Request form. To maintain adequate sanitary and reduce fire hazards the dryer and washer filters needs to be cleaned after every use.

Use of the laundry facility in Davidson is available from 7:00 am until 11:30 pm. (except Friday during Details.) Lint filters must be cleaned after each use.

15. Storage
All storage items must be kept in bin storage areas, assigned by the Home Officer. Due to fire codes (i.e. not to exceed the yellow line, no propane tanks, etc.) Hallways are not to be used as storage areas. Please remember to keep your packing items for quarter’s relocation in the summer and first appointment.

GUIDELINES FOR USE OF GUEST HOUSING FOR OUTSIDE VISITORS
In the event that soldiers, officers and friends/employees of the army wish to procure the use of guest housing for a short period of time to conduct personal business in the area, vacation etc. the following procedure outlined below act as a guideline in arranging and finalizing the process -

- Housing request are processed through the ATPA’s office. Confirmation of availability is obtained through the Home Office.
Once approval of request is confirmed the Home Office will send out an email arranging check In/Out times, payment of fees and key/FOB pick-up.

**Suggested Donation for each Guest Housing Unit:**
- Rader (4 bedroom Townhouse) - $50.00 per night
- Agnew (3 bedroom apartment) – $40.00 per night
- Agnew & Pepper (2 bedroom apartments) - $30.00 per night
- Davidson (2 bedroom suite) - $30.00 per night

*Each Guest Housing is provided with linen, towels, dishes and minimal kitchen utensils. No meals or small equipment (hair dryer, etc.) are included.

**Donation Options:**
Guest can make payments as follows:
- Check – made out to: The Salvation Army mailed in advance once reservation is confirmed. *(Preferred option)*
- Cash – upon arrival to DOB or SHO (exact change required).

Donation is required upon arrival (if guest arrives during office hours 8:30AM – 4:00PM) or in advance if guest will arrive after business hours or on the weekend.

**QUIET HOURS**
In respect for all members living in on the CFOT Campus quiet hours will be observed on campus between 9:00 PM & 7:00 AM daily.

During these quiet hours there will be no loud noises, conversations must be kept to a low level, game playing should be quiet, televisions are to be kept at a subdued volume and children are not permitted to play in the hallways.
CAMPUS CURFEW
Elementary schoolchildren – 9:00pm
Middle school/High School– 10:00pm
Campus guests – Off campus by 11:00pm

LOUNGE AREAS

* Pepper Hall – First floor lobby area (co-ed).
* Second floor lobby area (co-ed).
* Third floor lobby area (co-ed).
* Davidson Hall – First floor lobby area (co-ed).
* Second floor lounge (women only)
* Third floor lounge (men only)
* Agnew Hall – Second floor lobby (co-ed area).
* Davidson Café – Davidson first floor (co-ed).
* Student Center Lounge – (co-ed).

The lounges are available for use from 7:00 am to 11:30 pm. Consideration should be shown for fellow cadets in the use of these facilities.

DAVIDSON CAFE
The Davidson Café is available for use by all single cadets; children are not allowed unless scheduled through Campus Ministries. Following use, the facility is to be cleaned and left in good condition to be used by the next resident. Nothing is to be stored in this common facility since every cadet is provided with cabinets and refrigeration in their individual kitchenettes.

PLAYGROUNDS
The College for Officer Training has three playgrounds. The first is across from Pepper Hall and is designed for toddlers, preschoolers and early elementary children. The second is in Rader Court and is designed for upper elementary and middle school children. The playground behind the Family Care Center is for their exclusive use. Children (cadets and those visiting cadets) using the playground are to have adult supervision.

These playgrounds are not for public use.
Please send a Maintenance Request if you notice any broken equipment or a similar problem on the playground.

**ELEVATORS**
For health reasons, you are encouraged to use the stairs. For safety reasons, children under 16 are to be supervised when using the elevators.

**FIREARMS, DANGEROUS WEAPONS, EXPLOSIVES OR FIREWORKS**

**NO ONE** may keep guns or any other type of weapon on the campus. Possession, use, or assisting in the possession or use of any of the following items including but not limited to firearms, knives, clubs, ammunition, explosive devices, flammable liquids or other weapons on CFOT owned or controlled property is strictly prohibited by state law and CFOT policy. Cadets and their children in possession of dangerous weapons or materials will be subject to immediate probation and may face prosecution by civil authorities. Cadets and their children are not to possess or explode any type of fireworks on CFOT owned or controlled property.

**WORK STUDY DETAIL ASSIGNMENTS**

The Detail program is a source of learning and activity during the training period. It has a threefold purpose:

1. As a work program to offset the operation costs of the training program.
2. To ensure that the CFOT campus is properly maintained.
3. To provide practical experience and stewardship in various phases of maintenance of Army property.

**Faithfulness, reliability, and responsibility characterize the fulfillment of the detail assignment.**

All cadets, unless excused by the Personnel Officer, are assigned to details. Any exceptions must have prior approval. A record is kept of all detail assignments and attendance is monitored. Details provides each
cadet with a balanced exposure to a variety of tasks which will prove helpful in the acceptance and performance of physical work, cleaning procedures, and property responsibilities encountered in various Army appointments. Cadets will be referred to the Personnel Department upon their third unexcused absence/tardy.

Please note the following:

1. Details must be done at assigned times.
2. You are expected to stay on your detail until released by the detail orderly as authorized by the Home Officer. This applies to daily and Friday details.
3. Home Officer(s) and other assigned officers, will inspect details on a regular basis. Notification of any unexcused absences will be referred to the Personnel Department with a copy to the Director of Business. Three unexcused absences may result in disciplinary action.
4. Cadets who miss details are expected to make up assignments on the cadet’s personal time for each unexcused absence. Routine medical appointments are NOT to be scheduled during Housecleaning on Fridays.
5. Recreation areas are off-limits during scheduled details.
6. Cadets with specific medical issues may be recommended a light detail in lieu of regular details through the guidance of the Health Officer.
7. Work details for parents will be assigned to accommodate child care needs while allowing all Cadets to fully participate in their assignments.
8. Cadets need to call into SICK REPORT prior to the commencement of details or classes to be missed in order to be excused. If a call is placed after this time the Cadet will not be excused from detail.
“THINK ECOLOGY”

Cadets are asked to be responsible stewards of the natural environment of the school, the facilities and the Army’s resources.

The energy saving recommendations presented here represents the simplest and cheapest ways to cut our energy consumption.

1. **Lights**
   Turn off lights when they are not being used. Classroom lights should be turned off during the lunch and dinner meal times. Do not turn off florescent lights for short periods of time because they require extra energy for startup. A good rule to follow: leave fluorescents on if they will be turned on again within 15 minutes. Do not substitute oversize bulbs.

2. **Heating and Cooling**
   Do not leave windows and doors open when HVAC units are operating. The door will let out large amounts of heat or cooling. During warmer months windows and doors may be left open only if there is no air cooling system being used. Keep radiators and duct openings free of obstructions. **DO NOT OPERATE AIR CONDITIONING UNITS DURING THE WINTER MONTHS.**

   There should be at least two feet of space in front of radiators to insure proper circulation of heated air. Dress warmly in cooler months. A sweater is much less expensive than an increase in furnace use. Wearing warmer clothes will assist in tolerating the lower thermostat settings required to maintain a more even heat. If a thermostat located in your room, **do not change the setting.**

3. **Water Consumption**
   Please be aware of the need to conserve water. If you have a leaking faucet, shower head or running toilet please report this to maintenance using the Lotus Notes maintenance work request. Removal of the aerator from quarters’ faucets is prohibited.

4. **Electrical Regulation**
   Care should be taken in the number of appliances that are being used
within your quarters. Please do not overload any of the electrical outlets.

5. Recycling
The CFOT encourages recycling. Location and guidelines regarding recycling will be included in Cadet Orientation session.
OFFICIAL VEHICLES

CAMPUS TRAFFIC RULES
Vehicle regulations on campus are as follows:

- Do not exceed a speed of “10 mph”;
- Observe all stop and slow signs, handicap parking, and fire zones;
- Use caution at all times;
- Watch for children. Extra care must be taken when driving in the vicinity of the children’s outdoor play areas.
- It is expected that you use the Route 59 entrance into and off of the campus during the hours when school buses pick-up and drop off children.

DRIVERS
All cadets will be considered as approved drivers following the completion of the van driver certification course and any other mandated training/guidelines as deemed by the CFOT and THQ. Any misconduct while operating any (personal or official) vehicle (reckless driving, speeding) will be cause to disallow any further use of official vehicles. The minimum age for drivers of 12 passenger vehicles is 21 years of age.

Responsibilities of drivers are as follows:

- Compliance with all laws,
- The safety of all passengers, including wearing of seat belts by all passengers,
- Conduct of all passengers while in vehicle,
- The completion of mileage logs with the name of the driver placed next to the date of use,
- Cleanliness of the van while it is in their care.

Note: New Jersey and New York State Law requires that when wipers are on, headlights are on as well.
ACCIDENTS

Should an accident occur involving an official Army vehicle, regardless of the degree of damage, this must be reported promptly to the Transportation Office and to the Administrative Assistant to the Director of Business. This is so a report may be submitted to our insurance company.

In the glove compartment of each vehicle is an information sheet listing details, which you must secure from the other parties involved in the accident. All accidents must be reported to the police and other necessary authorities.

MECHANICAL/OPERATING PROBLEMS

Any mechanical or other problems including cleanliness should be reported to the Transportation Office or the Transportation Orderly who will make a report of this.

PERSONAL USE OF OFFICIAL VEHICLES - RENTALS

Rental of official vehicles during the day for personal use is permitted during unscheduled time. Unscheduled time includes weekdays after the last scheduled activity (4:20 PM), unscheduled Saturdays, holidays and individual days of long free weekends. The use of official vehicles during unscheduled time is approved by the Transportation Officer and/or Director of Business. Vehicles are rented on a first-come-first-served basis and are subject to availability. Overnight rental is only permitted for Long Free Weekend. Vans will not be rented for furloughs following Summer Assignments.

RENTAL PROCEDURES

Cadets are to complete the Vehicle Rental Request Form available in the Business Department and give it to the Transportation Officer for processing. The deadline for submitting requests is 1:30 PM, Monday – Friday (Saturday rentals must be arranged by 1:30 PM on Friday). The deadline for submitting requests for Long Free Weekend days is Thursday at 3:30 PM.

The daily rental fee is $15.00. The overnight rental fee is $25.00. Vehicle rental reservations must be made and paid to the Transportation Officer a minimum of 2 days prior to the proposed rental.
The vehicle must be returned by the scheduled time, to the assigned parking spot, upon your return (the same evening). It must be clean. The fuel used must be replaced with a copy of the fuel receipt given to the Transportation Office.

All vehicles must be returned back to their assigned location at the time approved on the request forms.

Keys are to be returned immediately, upon return, to the key box located in the cadet mail room. A receipt or a copy showing that you put gas in the vehicle that matches your mileage must be handed in as well, labeled with your name and vehicle odometer readings. Failure to comply will lead to a termination of this privilege.

If the key is not returned the same day after the time allocated has expired $15.00 late charge fee will be assessed, $25.00 for second violation and disciplinary action by Personnel on the third violation.

USE OF OFFICIAL VEHICLES – NO CHARGE
Official College vehicles can be used at no charge for cadet appointments (i.e. medical, business, public school appointments, other special circumstances as approved by the Director of Personnel). Every effort must be made to avoid appointments during scheduled time.

The procedure for requesting use of a vehicle at no charge is to complete a Request for Official Use of CFOT Vehicle form located in the Personnel Department and must be cleared 2 days prior to use. Last minute request will not be honored unless it is an absolute emergency. Once the request is approved by the Personnel Department the form will be taken to the Transportation Office and a vehicle will be assigned if available.

A vehicle used for this specific purpose is not to be utilized for other purposes. For example: A cadet may not obtain the use of a vehicle for a doctor’s appointment and then use it to do any kind of personal shopping afterwards, even if the shopping is “on the way”. The only exception to this rule would be picking up of a medical prescription before coming back to the campus from a doctor’s appointment. Again, the vehicle must be returned by the scheduled
time, to the assigned parking spot, upon your return. It must be clean.

**Vacation time: There will be no personal use of vehicles.**

All Cadets must register their vehicle with the transportation office. *(Providing a valid registration and Insurance Identification card).* Vehicles not registered will be ticketed, fine and subject to tow at owner’s expense.

**PERSONAL VEHICLES**

It is to be understood that the use of personal vehicles during the training period is a privilege specifically granted.

The maintenance of the personal vehicle must be included in the cadet’s budget prior to entrance to the CFOT. The information must be clearly indicated in the budget as approved by the Divisional Finance Board and the Territorial Candidates Council. Any additional financial assistance that may be required of the cadet due to ongoing operation and maintenance of the vehicle will not be available from the College for Officer Training.

The Salvation Army accepts no responsibility for the personal vehicle of the cadet while it is on the college campus or during the period of training.

If a cadet’s personal car becomes inoperable due to unforeseen circumstances, insurance, registration, or a driver’s license ceases to be current; the cadet must notify the Transportation Officer in writing as to the owner’s intent. The letter will then be reviewed with the Director of Business to determine the best course of action and guidance.

**DIVISIONAL VEHICLES**

- Some divisions in the Eastern Territory have provided the cadets, of their division, use of a vehicle. Inquiries for **Divisional Vehicle** use should be the first course of action taken before renting a CFOT vehicle as not all divisions have a vehicle for cadet use.
- A cadet from that division will be appointed, by the division, to
oversee the vehicle. It is the appointed cadets’ responsibility to see that all divisional cadets have equal access to the Divisional Vehicle. The appointed cadet will also be responsible to make sure that cadets using the vehicle replenish the fuel used and clean the vehicle after using it. If problems of equal use, fuel replenishment, cleanliness, etc, arise they should be directed to the division.

- Any repairs on a Divisional Vehicle must be approved by the division prior to repairs being done.
- If the College is being asked to intervene in any related issues then it is important that you or your division copy or share correspondences with the Transportation Manager.

*Divisional vehicles shall be parked in the main parking lot at all times. Divisional vehicles must also be registered with the Transportation Office.

CAMPUS PARKING

Main Parking Lot
The main parking lot is designated for CFOT staff and visitors. There are no reserved parking spots in the main parking lot. On occasion, cadets will be requested to park in specific areas in the main lot. Requests and instructions will be sent to cadets from the Transportation Officer or the Facilities Manager.

Davidson Parking Lot
The parking spots in Davidson are designated reserved for Davidson and Rader residents.

Agnew Parking Area
The parking spots in front of Agnew are reserved for officer residents of Agnew and Pepper Hall. Cadet parking for Agnew and Pepper Hall is on the side of Agnew Hall.

Administration Main Building
Reserved Spots
Visitor Parking only
Handicap Parking Only

108
Side of Watson Hall
Reserved Spots
Reserved for Kitchen Staff Only
Handicap Parking Only

Officer Parking Lot (Behind Watson Hall)
Reserved Spots (Officers only)
Officers Only (No staff)

Rader Court
Cadets will not park in the spaces in front of Rader Units 1-8. These are designated parking spaces. Cadets parking here will receive a ticket.

Each unit in Rader Court (9-24) is assigned one parking space. Single cadets assigned to live in a Rader unit, the parking space will be assigned to the second year cadet who is the Resident Assistant. However, in the event the RA has no vehicle, the space will be assigned to the oldest cadet. If no cadet in that unit has a POV, the space designated for that Rader unit will be assigned by the Transportation Officer. **Visitors to the Rader Units must park their vehicles in the main parking lot.**

Parking of vehicles is allowed in designated areas only. There is no parking in fire lanes, reserved parking, or any other parking lot on campus not designated for cadet parking. The First violation for parking in an unauthorized location will result in a $10.00 fine. The Second violation will result in a $25.00 fine with a notice being sent to the Director of Business. The Third violation will result in a $50.00 fine with a notice being sent to the Director of Personnel and Director of Business. A continued problem will result in the car being towed at the cadet’s expense. **Fines not paid in a timely manner will be withheld from allocation/allowance.**

Visitor Parking
After cadets receive permission from Personnel for visitors they will need to communicate with the Transportation Officer regarding visitors who have been authorized to stay overnight and require parking. The cadet shall be required to provide the following information to Security the following information of the visitor’s car:
- Make & Model
- Year
- License plate number

Visitors shall park their cars in the main parking lot unless other arrangements have been communicated to the Transportation Officer.

**Other Parking Issues**
There will be times when cadets will be requested to move their POV to alternate parking areas on the Campus. **Failure to comply with the request will result in a $10.00 fine or “the vehicle may be towed at the cadet’s expense”**.

**CFOT VEHICLE PARKING**
Any vehicle not parked in the designated area will be issued a parking violation to the driver who signed out that particular vehicle.

**PARKING VIOLATIONS ISSUED BY STATE AND LOCAL AUTHORITIES**
Cadets must adhere to all state and municipal vehicular laws. All parking tickets or violations are the personal responsibility of the driver at all times.

**EZ-PASS VIOLATIONS**
*Official Vehicle use* - the driver will be provided with an EZ-Pass tag.

*Personal C.F.O.T. vehicle rental* – Driver must provide their own EZ-Pass tag. Many N.Y. tolls are cashless, so it is the driver’s responsibility to have an EZ-pass tag for their personal use when renting a C.F.O.T. vehicle. Any EZ-pass violation, will be given to the driver who had rented the vehicle on the violation time and date. We must remember that there is a speed limit entering every toll plaza. Any violator of excessive toll plaza speed might have their C.F.O.T. vehicle driving privilege suspended.

**OFFICIAL USE OF PERSONAL VEHICLES**
Use of personal vehicles for official purposes is prohibited.

**CADET PERSONAL PROPERTY INSURANCE**
The Salvation Army self-insurance plan for officers' personal property and quarter furnishings includes the personal property of cadets while in training.

All cadets are required to participate in this program. Each cadet will be provided with an inventory form upon arrival, which must be completed in duplicate and submitted to the Business office. The following premium will be collected during registration:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Married</td>
<td>$20.00</td>
</tr>
<tr>
<td>Singles</td>
<td>$10.00</td>
</tr>
</tbody>
</table>

Personal inventories must be submitted to the office of the Director of Business. No loss will be paid if there is no personal inventory on file. The Personal Inventory must be in the Business Department before the end of September.

The self-insurance premium is for a twelve month period which will coincide with The Salvation Army fiscal year October 1 to September 30. A copy of the latest minute will be distributed to each cadet upon arrival at the school.

**INSURANCE CLAIMS**
There is a 15-day limit on submitting claims to the Business Office. These claims would include personal injury, general liability (i.e. items which have gone missing from apartment), compensation, and vehicle accidents to Salvation Army vehicles. Once you have reported claim to the Business Office, we will submit claim to Chesterfield.

**PROPERTY INSURANCE FLOATER FOR PERSONAL EFFECTS**
This coverage is optional. Cadets will be given a copy of the minute upon arrival at the College for Officer Training. This coverage will be a cadet’s personal expense.

**PERSONAL PROPERTY LOSS OR DAMAGE**
When personal items are stolen or damaged they need to be reported to a Home Officer and the secretary of the Director of Business immediately. *In case of stolen items, the police department must also be notified if a claim is to be allowed against the insurance fund.* In as much
as our insurance for loss has a $200.00 deductible, no claim for less than $200.00 will be filed. Proper procedure for reporting these losses or damages will be provided by the Business Office at the time of the reporting of the incident.

LIFE INSURANCE FOR CADETS AND CADET FAMILIES
Cadets and eligible dependent children are covered by an insurance policy administered by the Territorial Risk Management Department. Upon arrival at the College for Officer Training the latest minute covering this matter will be given to the cadet along with instructions concerning coverage with instructions for the completion of the life insurance card.
CAMPUS SERVICES

PURPOSE
Campus Services endeavors to create an environment where fellowship is enjoyed by the CFOT community lending itself to wholesome Christian programming.

Campus Services also strives to create an atmosphere where cadets learn the practical aspects of hospitality, practice proper etiquette and model good stewardship of the resources available to create a clean and caring environment.

Campus Services offers quality food service encouraging healthy eating. Menus are planned to include choices for nutritious and well-balanced meals. Food service guidelines are designed to provide information about dining and food services provided on campus.

The Cadet Dining Room is generally operated cafeteria style with all serving done under the supervision of the kitchen staff. The Dining Room will be opened daily during the scheduled hours as stated below. Doors will be operated by a kitchen employee when cafeteria service is ready to begin. Please do not congregate in the Dining Room or use it as a place of study during the school days. The food will be served for the first half hour and you are encouraged to come within serving time. The dining room will be open for the full hour as noted below:

MEAL SCHEDULE
Breakfast In residence halls
Brunch 10:00 a.m. – 11:00 a.m. (Saturday)
Coffee Break 10:15 a.m.
Lunch 12:20 p.m. – 1:20 p.m.
Dinner 5:00 p.m. – 6:00 p.m.

Exceptions will be indicated on the monthly educational calendar
There is no formal dining room service on Friday, Saturday or Sunday evenings, however supplies are available to tote to your housing unit through a weekly sign-up process. Please note that Friday supper is a take-out meal by sign-up only. In addition, you are at liberty to take home cold cuts by sign-up and other
items for use when the Dining Room is closed (Friday, Saturday and Sunday evenings). Please also remember to pick up when you sign-up. If you neglect to pick-up these items more than two times, this service will be suspended.

**FOOD SERVICE GUIDELINES**

- Cadet families are always encouraged to eat as a unit, either in the Dining Room or in your home, as you prefer.
- You must carry your own containers when you tote a meal.
- Families are to provide high chairs as needed. The family name must be on the high chair for identification. Parents are responsible for cleaning high chairs, booster seats and the chairs they are fastened to at the end of each meal.
- All children (grade 5 and below) must be accompanied by their parents at all times in the Dining Room, including the serving lines, drink stations and dish return area. In addition, it is expected that children will stay at the table until the family is ready to leave the Dining Room. Children are to be accompanied by an adult when going to the restroom.
- All cadets are encouraged to take only a small portion of food to finish. You are expected to take one plateful at a time and come back later for more after others have had a chance to be served.
- All cadets must have coffee and drinks in the Cadet Dining Room only during morning breaks and meal times. The dining room doors will be closed before morning break and after supper.
- All dishes and trays are to be returned promptly to the dishwashing area.
- All beverages must be carried in an approved travel mug with a twist on lid. All approvals, if you are not using travel mug given to you by the CFOT, come from the Campus Service Director or the Director of Business.
- All cadets are expected to maintain the cleanliness of the dining room by washing the table and vacuuming the area after each use.
- Centerpieces and salt and pepper containers should be replaced in the center of the table after the tables have been cleaned.
• No food is to be taken out of the Dining Room, including ice cream or other snacks.
• On special occasions, when tablecloths are set and the tables are decorated, we ask that you remove the tablecloths when finished and bring them to the laundry cart that will be placed outside the Dining Room.
• Proper clothing, in accordance with cadet dress code, is to be worn in the Dining Room for meals. No books, instruments, personal items, etc. should be left in the Dining Room.

SPECIAL MEALS
In addition to regular meals, there are several special meals planned for cadets and families. Attendance at these meals is required unless an excused absence is granted. Often a seating chart will be utilized for these special meals to help accommodate everyone comfortably. Cadets may also be assigned to assist in the preparation, hosting or clean-up for these meals through Campus Services.

MEAL PROVISION IN RESIDENCE
All cadets will be provided with breakfast foods. The supplies for the week are to be picked up on Tuesday between 3:30 p.m. and dinner time. You are encouraged to pick them up before dinner time rather than after dinner time. Forms for the provision of this allowance are available in the kitchen. This form must be submitted to the kitchen by Monday. Food not picked up by dinner time will be placed back on the shelf and a new form will have to be filled out. If Monday is a holiday, you may return the form by Friday or Tuesday morning’s break time.

GUEST MEALS
If you are planning on having a guest, it must be cleared by the Personnel Department.
CURRICULUM

PURPOSE
“Study to show yourself approved unto God, a workman that has nothing to be ashamed of, rightly dividing the word of truth” 2 Tim. 2:15 NIV

ACADEMIC INFORMATION

Standards and Expectations
Cadets are expected to demonstrate the highest possible standards of integrity and excellence, recognizing the responsibility and duty that is theirs as part of their commitment to God's service. These standards include punctuality, attendance and participation in all classes, field work, and other assigned duties, timely submission of all assigned work, and completion of all class and field work assignments for the awarding of grades.

Monthly Schedule
The monthly schedule provides a listing of the daily classes and activities of the college and is posted on the Education bulletin board. An electronic copy is available on the Share drive. Any schedule changes are made by the Education Office and the updated version will be posted on the Education bulletin board. Cadets are to acquaint themselves with these schedules and be alert for any posted changes.

Study Time
The academic program at the College for Officer Training is vital to the future of an officer. A cadet must make wise use of evenings and open periods for study. The library and classrooms will be open for this purpose. When cadets are studying in dormitory rooms, other cadets should exercise courtesy and provide encouragement by maintaining as quiet an atmosphere as possible. It is not unusual that one person should require more study hours than another. At times it may be necessary to assign added supervised study hours to aid a cadet in improving their academic skills and development.

Classroom Behavior
Respect for the classroom and the quiet study space of the library informs the use of all electronic devices in these locations. Use of computers during classes shall be at the discretion of the instructor, and must be utilized only for that class-associated activity. In both locations, cell phones are to be turned off. Food is not allowed in the classrooms; only liquids in closed, covered containers are allowed. At the discretion of the instructor on special occasions, an exception may be made to this rule (See Catalog for more information).

**Laptop Computers**
The Information Technology (IT) Department will issue to each cadet a laptop that is connected to the Salvation Army network, and various computer training sessions will be offered. Careful compliance with the INFORMATION TECHNOLOGY section of the CFOT Community Guidelines is essential to guard the integrity of the network and to ensure access to and benefit from needed software and web-based resources for all in the community. Using laptop computers for other than classroom purposes while in class detracts from optimal learning and mature stewardship.

**Grades and Grade Points**
Grades are a measure for the cadet to monitor his/her own progress towards excellence in many aspects of the training program. At Commencement, cadets achieving an accumulated grade point average (GPA) of 3.71-3.80 graduate with the distinction *Cum Laude*, cadets achieving a grade point average of 3.81 – 3.90 graduate with the distinction *Magna Cum Laude*, and cadets achieving a grade point average of 3.91 and above graduate with the distinction *Summa Cum Laude*. The cadet with the second highest accumulated grade point average is designated Salutatorian, and the cadet with the highest accumulated grade point average is designated Valedictorian.

**Transfer of Learning & Independent Study**
After the Fall term of the first year, except in exceptional circumstances, any cadet who has documented course work on a college transcript for a particular course, may request an alternative course of study to be considered as an Independent Study. The request for Independent Study must indicate that the prior
equivalent coursework received a grade of “B-“ or better and the cadet must have a current minimum CFOT grade point average of 3.0 or higher (or near-certain probability of having that GPA by the time the academic term begins). All requests for Independent Study must be submitted to the Education Officer for approval prior to the first day of classes for the academic term in which it is to take place.

Independent studies are requested by the cadet in consultation with the Education Officer. The cadet secures the application to undertake the coursework and submits the completed application to the Education Officer for review and approval by the ARB. The cadet may petition that the Independent Study be designed to undertake additional coursework in the same area or discipline of study as the course to be substituted for, or another area where they are more inclined, talented naturally, by earlier education or motivationally, or, on the other hand, where the cadet feels the need of stronger preparation. Notification of approval or disapproval should be completed within one week of receipt of the completed form and the cadet and instructor informed. If approved, completed work under an Independent Study contract will be graded by the supervising instructor, according to the schedule of any other course in the term, and a grade forwarded to the Education Officer.

Please refer to the College Catalog for explanation of other academic policies can be found in the College Catalog. It is important that each cadet become familiar with information contained in the College Catalog.
FACULTY
Major Miguelina A. Feliz (M.Div.)
Mrs. Robin Fraser (B.S.)
Major Heather L. Garrett (M.S.Ed.)
Major William R. Garrett (M.A.)
Major Eva Geddes (D.Min.)
Captain Heather L. Holt (B.S.)
Major Jongwoo Kim (M.Div.)
Ms. Christianne Livingston (M.S.)
Major Gloria M. Misla (B.A.)
Colonel Janet Munn (D.Min.)
Major David E. Payton (M.A.)
Major Marika Payton (M.A.)
Ms. Robin Rader (M.L.S.)
Mr. Christian Riesebieter (M.M.)
Major Kristin Rivero (B.A.)
Mrs. Lorena Simmonds (M.P.S.)
Captain Joshua Simpson (M.A.)
Captain SunKyung Simpson (M.A.)
Major Margaret Starnes (B.S.)
Major Ronald L. Starnes (M.Div.)
Major Alberto Suarez (B.A.)
Major Iris Torres (B.A.)

ASSOCIATE FACULTY
Captain Felicia Flora (M.P.S.)
Captain Joshua Jones (B.A.)
Major Misook Kim (B.A.)

RESOURCE PERSONNEL
Captain Pamela Armour (A.O.S.)
Captain Rickie Armour (A.O.S.)
Major Santa Correa
Major Marta Dearin
Major Eduardo J. Feliz
Mrs. Sandra Heintz
Mr. Kyle Higgins
Major Silvia Machado
Mrs. Emily Nevill (M.L.S.)
Lt. Luis Ocasio
THE COMMISSIONER'S AWARD

The Territorial Commander presents an award annually, at Commissioning, to the cadet with the highest overall evaluation. This award is given to a cadet that best exemplifies the ideals of Salvation Army ministry and is recommended by the CFOT Officer staff. It is presented at Commissioning.

AWARDS

The following awards are generally made annually in May, according to the guidelines stated:

Academic Pursuit Award
Amelia Benjamin Urban Initiative Award
Bible Knowledge Progress Award
Bible Knowledge Achievement Award
Brigadier Eldred Churchill Award
Brigadier Arthur Craytor Award
Brigadier Kate Hillman Award
Captains Albert & Normajean Honsberger Award
Colonel Alvena Wood Award
Colonel Henry Gariepy, O.F. Award
Commissioner William E. Chamberlain Award
Crestview Conference Center Service Award
CSM Edward T. Gooding, O.F. Award of Excellence
Disciples of Jesus Award
Doctrine Knowledge Progress Award
Doctrine Knowledge Achievement Award
Helen Steiner Rice Award
Lester & Atha Faulds Award
Lt. Commissioner & Mrs. William Barrett Award
Lt. Colonel F. William Carlson Memorial Award
Lt. Colonel Lyell Rader, O.F. Evangelism Award
Major Dr. Mary M. Richardson Award
Major Dorothy Saunders Award
Major Mrs. Hulda Carlson Memorial Award
Shepherding Award
Theodore & Jacqueline Carlson Award
LIBRARY

MISSION
The Brengle Library is part of the total formation process of the College for Officer Training (CFOT). Its mission is to nurture the union of sound learning and vital Christianity. The library achieves this by

- providing access to key resources relating to the disciplines of Salvation Army ministry, and
- facilitating the access, evaluation and use of these resources, both effectively and efficiently.

The library’s core users are the cadets and faculty. The priority is always the training mission. As part of the CFOT, the wider Salvation Army, Christian academia and librarianship, the library also supports other research and learning, especially if it is by Salvationists or about The Salvation Army.

The library carries out its mission according to the standards and best practices of academic librarianship, and the ethos of The Salvation Army, reflecting and reinforcing the Christian framework of the CFOT. It takes preparation for ministry very seriously, and operates on the basis of mutual respect.

Staff, hours and resources are online at http://tsacfoutny.salvationarmy.org/ny/library. A detailed description is in the CFOT Catalog.

PROTOCOLS
A library is an opportunity to live out the New Testament church (Acts 2:42-47). What we have together is so much greater than what any one of us can have, and it is all dependent on our living in mutual respect. The following protocols have been designed for the greatest benefit of everyone, and familiarization with them should help users get the most benefit from the library.

Use of library materials
- A library card is needed to check out materials. A lost card will be replaced for $5.00.
• Users are responsible to take care of and safely return everything checked out on their card. Book spines can easily break, and broken spines on paperbacks cannot be repaired, so a paperback book should never be placed flat open on its face (use a bookmark). Pages should never be marked or the corners turned down (use sticky flags and remove before returning books).

• If any library material is marked or damaged please let the librarians know at check out. Otherwise the user returning it may be charged for it. Only librarians can repair damaged books, using special supplies and techniques. If ordinary tape is used on a book, the book will have to be replaced and the user will be charged. Repair service for users’ personal books is available.

• CDs and DVDs should be handled carefully as they can be easily damaged. They should be handled by the edges only, and not put anywhere except in a player or back in their case. Only librarians can clean or repair damaged discs.

• Check out length during the academic year is two weeks for all library materials, except those labeled 3-day. All items are due back by 4:00 p.m. During the summer library materials may be checked out for 4 weeks.

• Users can take out only three commentaries on one book of the Bible at a time. This is the only way to be fair to the large numbers of users working on the same subjects at the same time.

• Back issues of periodicals may be checked out; the current issue may not. There are more back issues in archives, available from the daytime librarians.

• Reference and Reserve items do not leave the library, except for those on 3-day reserve. Reference books are marked with a yellow ‘R’. In the course reserve section are materials that instructors put on reserve for their classes. If there are many reserve items, they are left on the bookshelves, and a list of them is kept in the course reserve section.
- Items on the new books truck or in other displays may be checked out.

- Library items may easily be renewed twice unless someone has put a hold on them or they are 3-day items. A tutorial ‘How to renew your library materials online’ is on the library help Web page. You can also bring in the item, or phone or e-mail the item’s barcode number.

- Materials are returned only by handing them to a librarian to check in immediately, or by putting them in the book return slot. Users are responsible for materials until they are checked in. Returning materials demonstrates respect for others and awareness of the academic process within our faith community.

- The library’s sending of overdue notices in no way replaces users’ responsibility to keep track of their items.

- There is a 10¢ a day fine for all overdue materials except for 3-day items. The fine for 3-day items is 25¢. It is unkind to other users to hold on to 3-day and reserve items. Fines go toward World Services. Only daytime librarians can handle fines.

- Lost materials are paid for. The average price for a hardcover book is $30 and for a paperback is $15. DVDs and CDs average $20. Sets of course cost more. Journals vary; one costs $8 per issue. It costs about $25 to process a replacement item.

- In the unlikely case that a user demonstrates continued disregard for library protocols, their library account will be suspended. If the user is a cadet, the CFOT Personnel department will be notified. Purposely removing library materials without check-out is a serious offense and undermines respect and concern for others.

- As part of the CFOT cadet check-out procedure, e.g. at the end of each academic year, all materials must be returned and all fines paid, and an end-of-year user evaluation completed.
• The library staff is very glad for all recommendations at any time about how to improve the library’s resources and services to better serve the library users.

• Only library staff put books back on the shelves. Users place books they have been looking at in the library upright on one of the three re-shelving carts.

General

• There are many places on campus to talk, but the library is the only place that tries to maintain quiet. Any talking needs to be kept to a mercy seat counseling or movie whispering level so that it cannot be heard by people at the next table. Classrooms are a better setting for discussion groups.

• The group study room should be used by groups, for study. There are also smaller study rooms. Personal belongings or study materials may not be left in these study rooms during class hours, 8:30 a.m. – 3:20 p.m.

• When classroom uniform is required during the day, cadets are also to be in classroom uniform when in the library.

• The library is both a gym and a restaurant for the brain. Food and open drinks are left outside. Only hard sided containers with lids that close fully (such as the Brengle Library mugs) are acceptable.

• Cell phones are not to be used in the library, nor right outside it. The telephones in the library are not for public use.

• The reference books on the library director’s desk, and the office supplies on her desk and the circulation desk, are available for users. With this exception, the desks are to be respected as the librarians’ workspaces.
Computer catalog, and research and study help

- Librarians can give users a head start on the research path, by starting with articles from reference works (such as Bible dictionaries) before moving on to books and journals. Librarians can also help with study skills.

- Guides on how to use the catalog, conduct research, search databases, cite in APA style, etc. are linked on the library Web page, and also posted on the Share drive in the Library Public Access folder.

- The catalog is entirely Web based, so it can be searched from anywhere. Keyword is the best way to start a catalog search, as this searches all fields including title, author and subjects. The results can then be narrowed by language, etc.

- Cadets doing advanced research should consult the librarians, who will make the contact with National Archives or other SA libraries and information centers. This ensures that a full literature search accompanies the research request, so effort is not duplicated.

- Use the Brengle username and posted password, not your individual information, to log on to the library computers. Using your own login on a public device leaves your account insecure.

Copier, scanner and printer

- IT provides a code that is used for the copier and to release print jobs sent to the printers in the library. Print jobs may also be released from the copier (other copier functions are not active).

- The flatbed scanner is designed to be safe for books. It can scan documents to USB flash drives (a flash drive may be borrowed from the library) and to Google Drive. Choose file format ‘searchable PDF’ in order to be able to mark up the scan. There are apps that can turn a smartphone or tablet into a scanner, such as Genius scan.

- Users are encouraged to “think before you print” or copy, to save paper and ink. Paper can be saved by printing on both sides.
Choose Print > Properties button next to the printer name > Finishing. Check the box for Print on both sides.

- The printers only take 8.5x11” paper. To print a copy of a document which is a different size (e.g. legal), change the print setting to Letter 8.5x11. Scale to fit is automatically selected.

- Print jobs that take up a lot of memory (such as Power Point) may need to be cancelled if they are hanging up the print queue so that other jobs cannot print. To print from Power Point, change the settings in the Print dialog box. Change from Full page slides to Handouts: 2 slides per page; or 3 slides per page if you want lines for taking notes. Change from Color to Pure black and white.

- It is up to the user to ensure that all photocopying, printing from the Web, etc. complies with copyright laws (see Copyright section of the CFOT Community Guidelines).

- If there is any difficulty with the copier, scanner or printers, users should not try to handle it themselves, but should contact library staff.

- Documents that are sent to another computer to be printed should be saved as a PDF to preserve the formatting.

- The front office can make multiple copies for class or field training assignments so long as the request is signed by the appropriate officer. This also saves time collating and stapling.

A special word about children

Children need a library designed for their interests and needs, such as the one at Suffern Free Library. The Brengle Library is not a suitable environment for children. This is an adult library, and quiet study space needs to be guarded. Children need a library designed for their interests and needs. Therefore the policy is that no children are allowed in the library except by arrangement with the Library director.
Parents are strongly encouraged to meet with the Library director, with their children. If it is clear that the children understand and can comply with library protocols:
- Older children may be given a library card.
- Younger children may be given a library pass so that they may be in the library with a parent. The pass must be shown to the library staff. These will have to be revoked if they are abused.

Parents may come in just to pick up a print job or drop off books with a quiet child held by the hand, or with a sleeping baby, but must immediately take the child out of earshot if s/he starts to be a disturbance.

In all other cases, children are only to be in the library if they have a library card or library pass.

The librarians provide special support for cadets who have their children with them during training, such as the materials request Web form.

**COPYRIGHT AND LICENSING**
Copyright is guaranteed by the constitution, for the purpose of promoting “the progress of science and the useful arts”. This is the basis of the copyright law and the exemptions that make it possible for people to use copyrighted material for educational purposes (more on that later). Using copyrighted material is subject to the law. It is the policy of the CFOT to comply with copyright law.

“But doesn’t freedom of religion give exemption?” Not from copyright.

*Every original work is automatically copyrighted now,* as soon as it is fixed in any tangible form. So no, your brilliant idea cannot be copyrighted. But the doodle you just made illustrating that idea, and the blog your kid just posted on the Web, are already copyrighted.

“But there’s no copyright notice on it!” Copyright notices are no longer required. Works created since 1989 are protected
unless the author specifically states otherwise. This brings us in line with international copyright law, which requires no “formalities” in order to have protection.

About foreign works: Actions taken in a country are governed by the rules of that country. So if you are in the USA wanting to copy a book published in France, you must comply with the copyright law of the USA.

Copyright means that authors/creators are the only ones with the right to copy, distribute, display, perform, or create a derivative work, such as a translation, of their work for a limited time (see Public domain below). Anyone else must get the permission of the copyright holder and the copy, display, performance, or derivative work must always

- be made from a lawfully obtained original, AND clearly include
- the author, the title,
- the word copyright or symbol (c) followed by the copyright date and holder, AND
- the permission notice.

Permission may be given in many ways. For example, you can buy a license to show a movie, (see Videos and Music below), or get verbal permission to use unpublished music one time for a special event – or the author may post a notice on his work setting whatever conditions he thinks are fair for its use (through a Creative Commons license, e.g.). There are also exemptions to the copyright law for specific purposes. In general, it is easier to get permission or qualify for exemptions for print and scholarly material.

“But there’s no notice AND it’s on the Web for anyone to download!” The law protects the intellectual property of everyone, even those who leave their work out for anyone to take. And some people have illegally posted other people’s copyrighted work.

“But if someone doesn’t give their name don’t they want everyone to use their work?” If that’s what they want, then that’s what they have to say. There is no way to designate your work as public domain. However you can give blanket
permissions. One way to do that is through a Creative Commons license [http://creativecommons.org]. Flickr.com is a good example of using Creative Commons to share legally

“What if I can’t find out who created this work to determine whether it is within copyright or not?” Then you have to assume it is covered by copyright. Librarians are advocating a more realistic approach to “orphan works”, those for which owners cannot be located or identified. Check out [http://www.copyright.gov/orphan]. This is also one more very good reason to ALWAYS include full identification on every work you create or copy.

The changes in the law that give more protection to you as author place much more burden on you as user to be sure that materials are used legally.

“But I thought there was all this free information?” There is! You can use material if the copyright holder has given permission, you can demonstrate that the material is in the public domain, or your use of the material qualifies for one of the copyright exemptions.

Public domain
Information that belongs to us all, the public, is said to be in the public domain. This includes ideas, facts, and US government works created by US government employees, which cannot be copyrighted in the first place.

Copyrighted works enter public domain when their copyright expires. Copyright only lasts for

- 70 years after the death of the author, and
- 95 years after the publication of a work by a corporate (Salvation Army) or anonymous author.

Taking everything into consideration, it is safe to say that anything published in the US before 1923 is now in the public domain.

“But what about scans or other copies I make of the reference articles the librarians are always telling me to start my
research papers with?” This is fair use, one of the exemptions. Good news! But be sure to comply with the conditions.

Copyright exemptions
§107 of the copyright law provides an exemption called fair use for criticism, parody, news, scholarship and teaching. Whether a use is a fair use, depends on
- the purpose of the use,
- the nature of the work,
- the amount and part that is copied, and
- the effect on the market.

§110.1 permits performance or display of a work during face to face teaching in a classroom.

§110.3 permits “performance of a nondramatic literary or musical work or of a dramatico-musical work of a religious nature, or display of a work, in the course of services at a place of worship or other religious assembly”.

Copyright law is complex and constantly changing, and the librarians are not lawyers, but they can help you understand how copyright and licensing applies to your situation. Remember that copyright law involves both the rights of the owner and the rights you have to use copyrighted materials by permission or exemption.

Further information
A variety of tools to help you make fair use and educational exemption decisions: http://librarycopyright.net/.

A summary comparison of the music and media licenses described below is posted at Share:\Library Public Access.

VIDEOS AND OTHER VISUAL WORKS
“Do I need permission to use a clip from a DVD in a sermon, or show a movie to the youth group in my home?” Yes. When you buy or rent a DVD, you only have permission for a private performance, that is, in your home with the people who would normally be there. Anything else is a public performance and requires permission.

It is best to start with resources for which we already have permission. This includes:

- specific titles for which public performance rights have been secured by the Brengle Library, and
- titles covered by licenses that give permission to display and perform them at Salvation Army centers.

License to show movies or clips

CVLI (Christian Video Licensing International). National Headquarters has invested in a CVLI license. There is one license for the entire country: 504135808 (exp. 3/2/2019). It gives permission to show a clip or movie from a distributor on the CVLI Total producers list at any Salvation Army center in the United States so long as:

- They are shown in the center.
- No fee is charged.
- No specific titles or characters or production companies are advertised to the public. (They may be included on flyers inside the facility and mentioned directly to church members).
- They are from a distributor on the Total producers list. A short video on how to identify the distributor, and Frequently Asked Questions: http://us.cvli.com/support/
- Since this is a license to perform, not to make a copy, you cannot make a digital copy of just the clip you want, or record a meeting in which you show a movie or clip.
- The performance is always
  o from a lawfully obtained original, AND clearly includes
  o the author, the title,
  o the word copyright or symbol (c) followed by the copyright date and holder, AND
  o the permission notice (in this case, the CVLI license ID).

Our CVLI license also gives us access to ScreenVue.com which has
suggestions for using clips, and offers selected clips for downloading. *WingClips.com*, for which everyone at the CFOT is eligible, is a similar resource.

*We’ve paid for this permission, so let’s use it!*

**Streaming video library**

*RightNow Media.* The Eastern Territory has invested in RightNow Media, a customizable video library with everything from VeggieTales to small group Bible studies with many of today’s top speakers. To sign up, go to [http://saconnects.org/rightnow-media/](http://saconnects.org/rightnow-media/) and choose CFOT.

**SA video and graphic resources**

*Salvation Factory.* This Eastern Territory Web site has up to date Salvation Army, seasonal, and inspirational resources for incorporating into Power Points, such as *Whole world mobilizing* backgrounds. Many are animated, and some are in Spanish. [http://www.salvationfactory.org/](http://www.salvationfactory.org/)

**MUSIC**

It is best to start with resources for which we already have permission. This includes:

- *Salvation Army* music,
- music (excluding secular dramatic music, such as opera) performed *during services at a place of worship* (exemption §110.3), and
- music covered by licenses that give permission to
  - play music in a *Salvation Army center* for any event (CCS PERFORMMusic),
  - project lyrics for *congregational singing* (CCLI),
  - copy sheet music (CCLI SongSelect),
  - record *live* performances (CCLI),
  - stream *live* performances (CCS WORSHIPCast).

**License to copy or display lyrics**

*CCLI (Christian Copyright Licensing International).* Territorial Headquarters has invested in a CCLI license. There is a separate one for each Salvation Army center in the United States. The CFOT CCLI license # is 201341. See the CFO Music Coordinator to get the appropriate
license number when preparing music for other Salvation Army centers. It gives the following permissions for music in their extensive catalogs of Christian music:

- copy or project lyrics for *congregational singing* during a service or other church ministry (For solos or choir or sheet music see SongSelect below.)
- translate lyrics if no authorized translation is available,
- record a service during which covered music is performed *live*.

**To use CCLI**

- *Find.* On the home page, https://us.ccli.com/, scroll down to *Song Search* and type in the song title, author, or lyric. It’s that easy!
- *Comply.* The copy must always
  - be from a lawfully obtained *original*, AND clearly include
  - the *author*, the *title*,
  - the word *copyright* or symbol *(c)* followed by the copyright *date* and *holder*, AND
  - the *permission* notice (i.e., the CCLI license # for the center; NOT the CCLI song number).

Remember, the CCLI license only applies to music that is covered by CCLI, but you should always include the proper title and credits. This is not only respectful, but makes it possible to identify whether a song is under copyright, is covered by CCLI, or is in the public domain in which case no permission is needed.

Each center is required to report copying activity once every 2 ½ years. Copy reporting is a vital element of the CCLI license, as it allows CCLI to accurately process and distribute royalties to songwriters and copyright owners.

**License to copy sheet music (CFOT only)**

*CCLI SongSelect.* The CFOT has invested in a CCLI SongSelect license. See the Music Coordinator for the CFOT SongSelect ID number. It gives permission to download media and sheet music for any of the titles in their catalog.
License to play music in a SA center; license to stream live music (Eastern territory only)

CCS (Christian Copyright Solutions). Territorial Headquarters has invested in two CCS licenses. These cover all music, Christian and secular, for which royalties are paid (i.e. not public domain).

- **PERFORMMusic** gives permission to play music in a SA center for any event, not just a worship service.
- **WORSHIPCast** gives permission to *stream live* music performance on SAConnects.org and any Eastern Territory Web sites ending in salvationarmy.org.

For details, see [https://www.christiancopyrightsolutions.com/](https://www.christiancopyrightsolutions.com/)

Other music resources

CCLI Song search identifies songs in the public domain as well as those in CCLI catalogs, and SongSelect makes freely available audio samples of songs in the public domain and in CCLI catalogs.

[http://www.cyberhymnal.org](http://www.cyberhymnal.org) is an excellent source for songs that you can freely reproduce, because they've already checked that they are in public domain, or they've secured copyright permission for this purpose. They also have background on the people who wrote the words and music, and MIDI files so you can hear the tunes.

[http://www.songquery.com](http://www.songquery.com) can tell you what specific CDs, sheet music books, etc. contain the songs you want.

[http://spiritualsongscan.weebly.com/](http://spiritualsongscan.weebly.com/) is an excellent source of background information on the 2015 *Song Book of The Salvation Army*. 
FIELD TRAINING & EVANGELISM

PURPOSE
The Field Training and Evangelism Department strives to contribute to the lives of the cadet population in a united effort to produce the very best Salvation Army Officers possible.

The Field Training and Evangelism Department is responsible for providing the cadet with the opportunity of putting into practice the information and techniques that are taught in the classroom.

“The supreme aim of training shall be to develop officers possessing such Blood and Fire Spirit that they will be enabled to sustain and advance the interests of The Salvation Army.” (O & R for the training of Salvation Army Officers, p.7.)

Methods used by the Field Training Department in the practical training of cadets are the result of continual monitoring of ministry on the field, ongoing dialogue with newly commissioned officers and the collective experience of CFOT officers. (See Field Training Syllabus)

It is always our intent to keep this training in line with the latest trends in Salvation Army ministry without losing sight of our heritage as Salvationists and the ultimate goal of leading people into God’s Kingdom through evangelism and discipleship.
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