The Salvation Army
College for Officer Training

USA Eastern Territory
Suffern, New York

2026—2027
Catalog

Submitted by:

Captain Emeline Watch, Ed.D
Director of Curriculum

Captain Luis Merced, D.Min
Education Officer

Approved by:
Lt. Colonel James LaBossiere, M.S.
Training Principal

Signed

Date: 6.29.2026

Commissioner Ralph Bukiewicz
Territorial Commander

Signed

Date: 7.10.2026

Welcome to The Salvation Army College for Officer Training

USA Eastern Territory
Suffern, New York

201 Lafayette Ave
Suffern, NY 10901
(845) 368-7200
Easternusa.salvationarmy.org/cfot

LYNDON BUCKINGHAM
GENERAL

COMMISSIONER RALPH BUKIEWICZ
TERRITORIAL COMMANDER

LT. COLONEL JAMES LABOSSIERE
TRAINING PRINCIPAL

THE SALVATION ARMY

FOUNDED IN 1865 BY WILLIAM AND CATHERINE BOOTH

COLLEGE FOR OFFICER TRAINING
201 LAFAYETTE AVENUE
SUFFERN, NY 10901-4798
TELEPHONE (845) 368-7200
FAX (845) 357-6644

August 2026

Welcome to the College for Officer Training! The CFOT faculty and staff are both blessed and honored to engage with you and your session mates as you begin this journey of preparing you to become Salvation Army Officers.

The mission 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.

The College for Officer Training is fully accredited by the Accrediting Commission for Community and Junior Colleges. This accreditation process ensures that the college is meeting established standards of academic excellence. As a faith-based institution of higher education, the CFOT strives to integrate academic knowledge, practical field experiences, and spiritual formation to help prepare every cadet for a lifetime of ministry. Cadets who successfully complete the two-year program of study will receive the International Certificate of Training as well as an Associate in Applied Science degree.

The CFOT experience can be truly life-changing if you come to the college seeking to embrace all the opportunities that you will have over the next two years. The integration of spiritual formation, academics, community/family life, mentoring relationships, and hands-on ministry can be transformative. I urge you to fully engage your heart, head, and hands to make the most of each of your days at the CFOT.

"But I trust in your unfailing love. I will rejoice because you have rescued me." Psalm 13:5 NLT

May God bless you!

In His Service,

Lt. Colonel James LaBossiere
TRAINING PRINCIPAL
College for Officer Training
USA Eastern Territory

International Mission Statement of The Salvation Army

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 to meet human needs in His name without discrimination.

Statement of Faith

The Doctrines of The Salvation Army

1. We believe that the Scriptures of the Old and New Testaments were given by inspiration of God, and that they only constitute the Divine rule of Christian faith and practice.
2. We believe that there is only one God, who is infinitely perfect, the Creator, Preserver, and Governor of all things, and who is the only proper object of religious worship.
3. We believe that there are three persons in the Godhead — the Father, the Son and the Holy Ghost, undivided in essence and co-equal in power and glory.
4. We believe that in the person of Jesus Christ the Divine and human natures are united, so that he is truly and properly God and truly and properly man.
5. We believe that our first parents were created in a state of innocency, but by their disobedience they lost their purity and happiness, and that in consequence of their fall all men have become sinners, totally depraved, and as such are justly exposed to the wrath of God.
6. We believe that the Lord Jesus Christ has by His suffering and death made an atonement for the whole world so that whosoever will may be saved.
7. We believe that repentance towards God, faith in our Lord Jesus Christ, and regeneration by the Holy Spirit, are necessary to salvation.
8. We believe that we are justified by grace through faith in our Lord Jesus Christ and that he that believeth hath the witness in himself.
9. We believe that continuance in a state of salvation depends upon continued obedient faith in Christ.
10. We believe that it is the privilege of all believers to be wholly sanctified, and that their whole spirit and soul and body may be preserved blameless unto the coming of our Lord Jesus Christ.
11. We believe in the immortality of the soul; in the resurrection of the body; in the general judgment at the end of the world; in the eternal happiness of the righteous; and in the endless punishment of the wicked.

Mission Statement of the College for Officer Training

The mission 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.

Expanded Definition of the CFOT Mission

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 mission & ministry 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.

Inasmuch as a cadet is a Salvationist (a member of The Salvation Army corps/church) called by God to serve as an officer of The Salvation Army, who has demonstrated potential for leadership and has been found to possess those qualities of mind and heart which recommend that cadet for officership, the following goals pertain to their training period:

1. To provide a disciplined Christian environment designed to foster personal growth and maturity, self-discipline, and acceptance of authority.
2. To provide a program intended to promote the personal spiritual development of cadets.
3. To provide for the evaluation of the development in cadets of basic leadership characteristics, self-motivation, positive self-esteem, and a clear sense of identity as Salvation Army officers.
4. To provide academic instruction in accordance with the National Curriculum Statement with a view to bringing cadets to an acceptable level of academic achievement, providing a foundation of understanding and tools for learning.
5. To provide practical field experience as "on site" training in Salvation Army methods and procedures.
6. To provide a comprehensive program of services including counseling, health care, family care, food, adequate and appropriate housing, official transportation, individual counseling/mentoring, and personal fitness.

In summary, this training program should produce Salvation Army officers who:

- **Know God**, evidenced by holiness of heart, purity of life, prayer, witness, service, sacrifice, nobility of character, and quality of living.
- **Know themselves**, their strengths and how to direct them, their weaknesses and how to overcome them, their potentials and how to develop them.
- **Know their mission**, understanding the implications of God's call to officership, understanding the nature and mission of The Salvation Army, understanding their commitment to it and their place within it, both men and women together sharing the burden of the world's sin and suffering, desiring above self, comfort, recognition, and all else the glory of God and the salvation of the world.

Adapted by Faculty in October 2022

Cadetship

A “cadet” is a Salvationist (a member of The Salvation Army corps/church) called by God to serve as an officer of The Salvation Army who possesses qualities of heart and mind essential to compassionate, transformational service, demonstrating potential for effective leadership.

Cadet life is all-encompassing, both on and off duty, on and off campus. The cadet lifestyle should reflect positively on God’s calling, the cadet and The Salvation Army at all times. Cadets should evidence a strong sense of loyalty, honor and integrity consistent with biblical standards of righteousness and the spiritual disciplines. The college environment is a close one and all must accept and adhere to the requirements of training for officership and the formation of a self-disciplined Christian.

Admission to the College

The College for Officer Training is open to all students who qualify under its academic and spiritual standards, regardless of race, national origin, disability status, or gender. To be accepted as a cadet academically, a candidate must be a high school graduate or possess a G.E.D. or equivalent educational mark (from countries outside the U.S.). All successful candidates are uniform-wearing, senior soldiers (members) of The Salvation Army for at least one year before entering the College.

In exceptional circumstances, when academic documents are lost or missing (i.e., when foreign or

other educational records are not available), a student may still be admitted to the College. In this case, the accepted cadet must demonstrate competency to handle the academic work at a "C" level or better over two academic quarters.

International Students

International students may be accepted as cadets, as indicated above, when satisfactory documents pertaining to high school completion are provided. International cadets may receive academic and other advice from the CFOT Immigration Officer and, particularly, U.S. government requirements and information from the Immigration Specialist at THQ. Studying as a "foreign exchange" student (FI visa) and a non-citizen of the United States can be a complex situation and a number of rules, regulations and laws governing this process exist. This process is marked by a number of renewal dates and regulations which cadets must adhere to and fulfill on time to maintain "lawful presence."

The THQ Immigration Specialist has the training and knowledge to assist all in this process. A brief session with international students will be a part of the College's fall orientation to ensure all are cognizant of the process, the aid that they can receive, and are complete and up to date in meeting regulations to satisfactorily study at that time.

Cost of Training

Available Student Financial Aid

The purpose of the CFOT is to educate and prepare the cadets (students) to be successful Salvation Army ministers. Most of the costs associated with attendance at the CFOT is covered by The Salvation Army USA Eastern Territory. While The Salvation Army may provide need-based grants and internal loans for personal expenses, the CFOT does not participate in any state, federal, or personal student loan programs. There is a financial aid package available to cadets who have previously attended another college or university. If they meet the established criteria, The Salvation Army Eastern Territory will assist them in paying off their existing student loans. (see Training & Education Minute #7 for evidence). The CFOT does not support the deferment of previous state, federal, or private student loans.

Student Tuition, Fees, and Other Financial Obligations

There are nominal fees charged to the cadets as outlined below:

Annual Tuition $1,070.00
Registration Fee $100 for first year; $25 for second year
Books for both years $400
Personal Insurance for belongings $10 per year ($20 per couple or single parent families)
Computer Lab Fee $100 per year
Communication Fee $50 per year ($100 per couple or single parent families)

There are also nominal fees for children of cadets who are in day care/after school care:

Ages 13-18 $19.00/wk for 40 weeks total $760.00 per year
Newborn – 12 $16.00/wk for 40 weeks total $640.00 per year
In addition there is an annual charge of $65.00 per child to cover field trips

For cadet children living on campus who are over age 18 and out of high school, there is a weekly fee charged for room and board:

Full time college student $40 per week
Part time college/PT work $60 per week
Full time work $80 per week

Cancellations and Refunds
If 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 (Registration, Personal Insurance, Computer Lab and Communication 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:

Prior to beginning classes 100 %
Within two weeks after classes begin 90 %
Within six weeks 60 %
Within eight weeks 40 %
Within ten weeks 20 %
Thereafter No refund.

All refunds will be issued to the actual source of funding.

Code of Conduct

A cadet has voluntarily joined the college's community and thereby assumes responsibility for abiding by all standards that have been instituted by the College for Officer Training. Cadets should read this set of standards and adopt this code as a part of their own values and behavioral guidelines:

1. The intrinsic value of the person stands above other values. The personal rights and dignity of individuals are to be held inviolate and take precedence over any other personal goals.
2. A cadet is respected as a responsible adult. Cadets are encouraged to make informed decisions with respect to their own education and spirituality and to be involved in College decisions to the extent possible.
3. Just as the individual cadet has his/her own personal rights, so the College has an obligation to exercise its rights and privileges in conformity with the laws and procedures governing its Christian, Salvation Army proprietary and accreditation actions.

The College recognizes that the freedom to teach and learn depend upon the opportunities and conditions in the classroom, on the campus and in the larger community. This responsibility to secure and respect the best general conditions conducive to learning is shared by all members of the community. Personal and academic freedoms are meaningless unless a shared responsibility is also present.

The International Certificate of Training

Cadets successfully completing the international and national training goals, standards and curriculum will receive the Certificate of Salvation Army Officer Training. Completion of the certificate program is necessary for cadets to be commissioned as Salvation Army officers.

Accreditation

The Salvation Army College for Officer Training is accredited by the Accrediting Commission for Community and Junior Colleges, 428 J Street, Suite 400, Sacramento, CA 95814, (415) 506 -0234, an institutional accrediting body recognized by the Council for Higher Education Accreditation and the U.S. Department of Education. Additional information about accreditation, including the filing of complaints against member institutions, can be found at: www.accjc.org

College Information

The College is accredited as a degree-granting institution and is authorized to confer the Associate in Applied Science (A.A.S.) degree. To receive this degree, cadets must meet all requirements as stipulated herein (see "Awarding of Degrees).

Program Title: Associate in Applied Science; The Salvation Army Officer Training
HEGIS Code; 5502
Retention rate for matriculated students/cadets: 86.0% (2011 to present)
Graduation "on-time" data for cadets: 85.0% (2011 to present)

College Certification

College certification includes licensing by the Accrediting Commission for Community and Junior Colleges (ACCJC).

Continuing Education and Articulation Agreements

The Salvation Army has in place an agreement with Asbury University (AU) in providing continuing education for officers. Since AU and The Salvation Army have historical theological and educational connections, this agreement is designed to provide the officers with training in aspects of Salvation Army officership that are best learned on-the-job, and may lead to the completion of a Bachelor of Science in Non-Profit Administration (Ministry Management) degree at AU. AU is accredited by the Southern Association of Colleges and Schools (SACS) and approved to offer online curriculum, as well as traditional on-campus educational programs. The curriculum for the Non-Profit Administration (Ministry Management) degree is specifically designed for CFOT graduates to recognize learning outcomes and objectives that are directly applicable to The Salvation Army, provided by qualified AU instructors and Salvation Army consultants. As outlined in the agreement, all 94 quarter credits satisfactorily completed at CFOT, will be accepted as partial fulfillment, of the 124 (60 semester credits remaining) required, to complete the AU Bachelor's degree.

Additionally, formal articulation agreements are maintained with Houghton College, New York (a 3/2 program) and the Inter American University of Puerto Rico.

Army Essentials I & II – Continuing Education Classes

These courses build on the educational foundation laid at the CFOT and are conducted by The Salvation Army personnel who have demonstrated ministry effectiveness. Army Essentials I guides officers in learning "who are the people in the neighborhood?" and developing relationships with community leaders. In Army Essentials II, emphasis is given to identifying strengths, weaknesses, opportunities and threats in officer ministry areas which will inform program development. CFOT graduates who complete these classes receive 20 quarter credits from CFOT which are transferred to 6 credits at Asbury University.

Transcripts

Each cadet is given a quarterly grade report. One official copy of all transcripts is provided at no charge to each cadet upon commissioning.

Please be guided by the following regarding additional transcript requests:

- There is no fee for official or unofficial transcripts
- Unofficial transcripts can be sent electronically to a cadet, another college, university, school or outside party
- All other transcript requests will be processed through mail or can be picked up at the College

Privacy laws prohibit telephone requests. All requests must be in writing. Most colleges require that official transcripts be sent directly from the institution. To avoid unnecessary requests, please check with the institution before you request transcripts.

To request an official or unofficial transcript, please go to the following webpage:

https://easternusa.salvationarmy.org/cfot/transcript--records

History of the College

The Salvation Army officially commenced operations in the United States with the arrival of Commissioner George Scott Railton and the "Hallelujah Lassies" in New York, March 10, 1880. The training of officers proceeded informally from then until 1882 with the establishment of the first regular training program for the instruction of male cadets in the U.S. at the Brooklyn Lyceum. A National Training Home for Women was opened in Brooklyn in April 1888, and a Training Home for Men was opened in October of that year in Manhattan. Smaller Training Homes came to be called Training Garrisons.

By 1905 "Officer Training Colleges" replaced these garrisons and were located in Chicago and New York City. A fire razed the New York College in 1918, but by 1919 the West Tremont and University place in the Bronx became the location for training in New York City until the move to Suffern, NY in 1972.

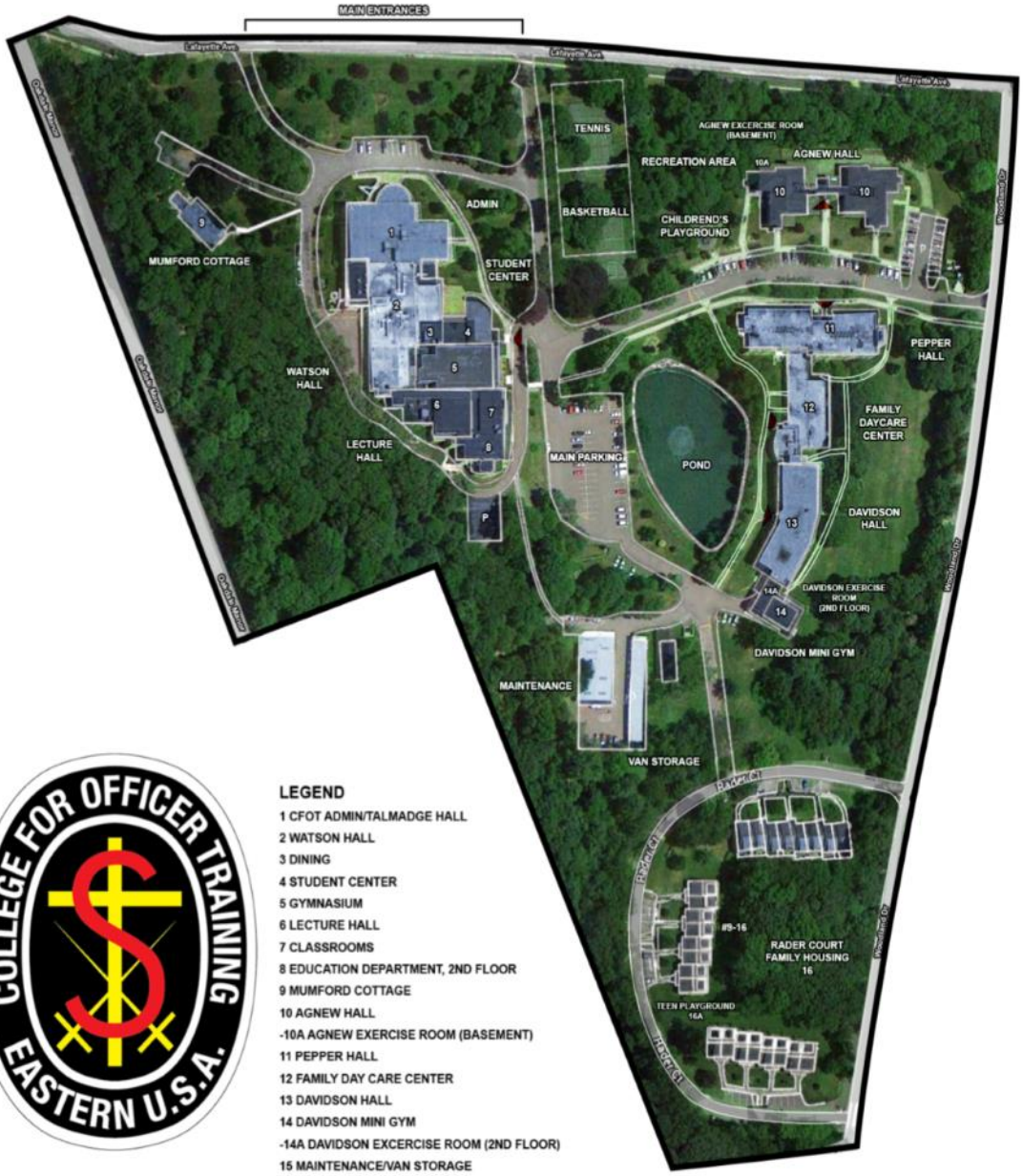
The designation of "Officer Training College" was in practice until 1960 when the State of New York mandated the change to "School for Officer Training." The SFOT maintained this designation, eventually progressing toward state accreditation. It became a degree-granting accredited educational institution in 2005. The School awarded the Associate in Occupational Studies for the next six years, when the application to upgrade to the Associate in Applied Sciences was accepted. This was awarded to graduating cadets commissioned in June 2012.

In November of 2012, the New York State Board of Regents and the Secretary of State granted The Salvation Army's petition to become "The Salvation Army College for Officer Training." The College for Officer Training (CFOT) was reaccredited by the New York State Board of Regents beginning in January 2015, for a continuing period of seven years.

The 30-acre campus in Suffern has allowed steady expansion to The Salvation Army's educational programs and work. To the original mansion and school building were added Pepper Residence Hall (1979), Woodland Apartments for staff and faculty (1984), Davidson Residence Hall, gymnasium/ auditorium and maintenance centers in 1988 and an Administration Building with library and chapel, actually replacing the mansion in 1990. More recent projects have included the renovation of the Mumford Cottage and the construction of the Rader Court Apartments. The expansion of the cadet dining hall, student center, Brengle Library, Davidson Hall gym and a state-of-the-art lecture hall were completed in early 2001. These facilities were dedicated by the Chief of the Staff, Commissioner John Larsson, on February 17, 2001.

Most recently, additions to the campus physical facilities include the Major Florence King Education Wing (2005, dedicated May 3rd of that year) and a new 16-unit apartment complex, the Colonel Milton S. Agnew Hall, dedicated in June 2006. The King Education Wing currently houses the administrative offices of the Curriculum Department while the Agnew Apartments are used for cadet and staff housing, and fitness training.

The Salvation Army College for Officer Training
Campus Map



COLLEGE FOR OFFICER TRAINING
EASTERN U.S.A.

LEGEND

1 CFOT ADMIN/TALMADGE HALL
2 WATSON HALL
3 DINING
4 STUDENT CENTER
5 GYMNASIUM
6 LECTURE HALL
7 CLASSROOMS
8 EDUCATION DEPARTMENT, 2ND FLOOR
9 MUMFORD COTTAGE
10 AGNEW HALL
-10A AGNEW EXERCISE ROOM (BASEMENT)
11 PEPPER HALL
12 FAMILY DAY CARE CENTER
13 DAVIDSON HALL
14 DAVIDSON MINI GYM
-14A DAVIDSON EXCERCISE ROOM (2ND FLOOR)
15 MAINTENANCE/VAN STORAGE
16 RADER COURT FAMILY HOUSING
-16A TEEN PLAYGROUND

Governance

The College derives its ultimate authority and receives direct oversight from three governing bodies. The world-wide The Salvation Army delegates the training of officers to the separate territories within the 134 nations (2024) in which it operates. In the United States of America four separate territories exist, each with its own Training College. All territories require certain minimal standards of academic offerings as specified by and in alignment with the National and International Training Curriculum. Ultimate authority and decision-making responsibility for training in the USA Eastern Territory lies in the Territory's Board of Trustees; thus, the Eastern Territorial Board of Trustees serves as the final authority for the conduct of the business of education at the College and the entire Territory. The Board of Trustees has delegated specific responsibilities for the day-to-day operations of the College to various management councils, but retains overall responsibility and authority. The Eastern Territorial Commander serves as the President of the Board of Trustees and the Chief Secretary of the Territory serves as the Vice-President of the Board of Trustees, as well as serving on the Cabinet for the Territory.

Strategic Oversight Council

The purpose of the Council is to guide, support and provide strategic oversight to the CFOT. The Council shall monitor, evaluate and enhance the quality of officer training in The Salvation Army USA Eastern Territory (TSAE) all in a manner consistent with TSAE policies and procedures. This would include:

1. Reviewing and updating the CFOT strategic plan in response to significant changes in programs, needs of TSAE, new teaching/training methodology or officer training needs;
2. Measuring progress against the objectives/goals in the previous CFOT review by TSAE Territorial Headquarters (THQ), and setting goals for the coming year;
3. Ensuring that the CFOT is compliant with academic accreditation and other requirements;
4. Tracking performance across all aspects of the CFOT including annual reports by each department;
5. Recommend and review major changes to the course of study; and
6. Recommend and review major changes to the overarching philosophy for training cadets.

The Strategic Oversight Council will discharge its responsibilities such that the College will maintain and strengthen its educational programs, as prescribed in the Candidate for Accreditation document of the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Associates of Schools and Colleges, located at 428 J Street, Suite 400, Sacramento, CA 95814, (415) 506-0234. They are an institutional accrediting body recognized by the Council for Higher Education Accreditation and the U.S. Department of Education. The Council's minutes and recommendations are forwarded and approved by the Board of Trustees.

Strategic Oversight Council Members

Colonel K. Stewart Dalrymple (MBA)
USA Eastern Territory Chief Secretary

Lt. Colonel James LaBossiere (M.S.)
Training Principal

Major Keith Maynor (D.S.L.)
Assistant Training Principal for Administration

Major SunKyung Simpson (D. Min.)
Territorial Director of Continuing Education

Lieutenant Hector Rivera (B.A.)
Lieutenant Representative

Dr. Timothy Campbell (Ph.D.)
Wilmore, Kentucky

Captain Michelle C. Drigo (M.A.)
Corps Officer, Boston, Massachusetts

Heather Green (M.S.W)
Territorial Sergeant Major

Cadet Nigel Majomeka
Cadet Representative

Major Marisabel Swires (M.Ed.)
Corps Officer, White Plains, New York

Lt. Colonel Kevin Stoops (B.S.)
USA Territorial Secretary for Personnel

Lt. Colonel Cheriann Stoops
USA Eastern Territorial Candidates' Secretary

Major Madelaine Dwier (M.A.)
Divisional Commander, SNE

Envoy (Dr.) Bill Ury (Ph.D.)
National Headquarters

Dr. Wayne D. Lewis, Jr. (Ph.D.)
Houghton University, President

Rev. Dr. J. Anthony Lloyd (D. Min.)
Framingham, Massachusetts

Dr. Mark DeMichael (Ed.D.)
Northwest Nazarene University, North, President

Dr. Janet B. Dean
Asbury Theological Seminary, Faculty

Captain Emeline Musonza-Watch (Ed.D.)
Director of Curriculum

CALENDAR
PROGRAM OF STUDY
COURSE DESCRIPTIONS

Calendar of Events 2026-2027

Subject to change

Fall Quarter
August 27 - November 4, 2026

August	
17	Arrival of "Keepers of the Covenant"
18	Arrival of "Rescued"
19-26	Orientations
23	CFOT Welcome Sunday
27	Classes begin for all Cadets
30	Soldiering Sunday
September	
3	Private Welcome—Rescued
6	Soldiering Sunday
7	Labor Day
8	Brigade Kick-Off
12	CFOT/Suffern Community Fun Day
13	Spiritual Day with Territorial Commander
20	Mission and Ministry Training Observation Sunday
27	Mission & Ministry Training Brigade Sunday
October	
2-4	Candidates' Seminar/ Public Welcome to Cadets
10-12	Long Free Weekend—Columbus Day
18	Spiritual Day with Training Principal
19	Missiology Lectures
20-23	Army Essentials I
25	Mission & Ministry Training Brigade Sunday
26	Strategic Oversight Council
November	
1	Session Retreats
5-6	Fall Recess
8	Spiritual Day with Chief Secretary
11	Veterans Day
15	Church Observation Sunday
21	Christmas Kettle Efforts Begin
22	Thanksgiving Family Worship Sunday
26	Thanksgiving
29	Family Worship Sunday
30	POT Winter Assignments Begin (Travel Day)
December	
6	Christmas Family Worship Sunday & Banquet (with TC, CS & Cabinet)
13	Family Worship Sunday
20	Rescued Session Family Worship Sunday
24- Jan. 1	Christmas Recess

Winter Quarter
January 4 - March 5, 2027

January	
3	Spiritual Sunday with Training Principal
10	Spiritual Sunday with Chief Secretary
17	Mission & Ministry Training Teams Observation Sunday
18	Martin Luther King Jr. Day
24	Mission & Ministry Training Teams Sunday
28	Chandler Lectures
31	Mission & Ministry Training Teams Sunday
February	
7	Mission & Ministry Training Teams Sunday
13-15	Long Free Weekend—Presidents' Day
21	Mission & Ministry Training Teams Sunday
28	Mission & Ministry Training Teams Sunday
March	
7	Spiritual Sunday with Territorial Commander
8-12	Spring Campaign Prep
8-12	Army Essentials II
14	Family Worship Sunday—Spring Campaign Send-Off
15-21	Spring Campaign
26	Good Friday
28	Easter Sunday
29-30	Easter Break

Spring Quarter
March 24—June 4, 2027

April	
4	Soldiering Sunday
9-11	Holiness Seminar
12	Strategic Oversight Council
18	Mission and Ministry Training ARC Observation Sunday
25	Mission and Ministry Training ARC Sunday
May	
2	Spiritual Day with Training Principal/Appointment Service
5	Undertakings w/ Territorial Commander
9	Soldiering Sunday
16	Kensico Service
23	Spiritual Sunday w/Training Principal
29-31	Memorial Day Weekend
June	
16	POT Covenant Service & Luncheon
11	Commencement
13	Ordination/Commissioning Sunday
14-Aug. 8	Summer Assignment (Rescued Session)

Academic Program and Classes

The CFOT offers study in a mixed version of the Carnegie System of counting face-to-face teaching time ("seat time"), self- study and reflection and practical, applied learning with 10 hours of face-to-face instruction, accompanied by 2 to 3 hours of self-study and practice for every hour of face-to-face instruction for every academic "credit" awarded; 94 credits are then required for completion and graduation for the Associate in Applied Science degree in ministry. These credits are scheduled in a modified "quarter system" with three quarters of study each academic year, combined with Summer and Winter Intensives. The Winter Intensive occurs after the Fall term before Winter break and the Summer from parts of June, July and August; see pages 14/15 and 19-22 of the current College Catalog.

Daily Schedule

Monday - Friday

	From	To	
Morning	7:00	7:30	House Details
	8:25	9:15	First Class Period
	9:25	10:15	Second Class Period
	10:15	10:30	Break
	10:30	11:20	Third Class Period
	11:30	12:20	Fourth Class Period
Afternoon	1:30	2:20	Fifth Class Period
	2:30	3:20	Sixth Class Period
	3:30	4:20	Seventh Class Period
Evening	5:30	8:00	Mission & Ministry Training, as scheduled

Weekly Community Gatherings

Monday	9:25—10:15	CFOT Prayer Meeting
Tuesday	8:30—9:10	Chapel
Wednesday	1:30—2:20	Spiritual Formation Group
Thursday	8:30—9:10	Chapel
Friday	11:30—12:20	Assembly alternating with Silence & Solitude

Saturday

Saturday is usually an unscheduled day. However, there are select Saturdays throughout the year when cadets have scheduled activities.

Sunday

Sundays are scheduled as follows:

- Spiritual Days are days of worship under the leadership of the Territorial Commander, Chief Secretary, Training Principal or an individual approved by the Territorial Commander.
- Mission & Ministry Training Sundays are days when cadets conduct meetings at Salvation Army corps and institutions.
- Family Worship Sundays provide the opportunity for the entire CFOT community to gather for worship.
- Soldiering Sundays allow cadets and their families to attend a local The Salvation Army corps to observe and worship with the congregation. This is a great learning opportunity to experience different dynamics of worship services and Christian fellowship.

Areas of Instruction

Code
Letters: area of study
First number: year of study (lxx, 2xx), or Independent Studies or Electives (3xx)
Last two numbers: course of study

Administration Studies

AD101	Foundations of Leadership
AD201	Principles of Finance
AD204	Salvation Army Administration - Community Relations Development
AD205	Salvation Army Administration - Human Resource Management
AD206	Strategic Leadership
AD207	Basics of Corps Management
AD300	Administration Elective
AD310	Independent Studies in Administration

Biblical Studies

BS101	Biblical Interpretation
BS102	Biblical Literature - Old Testament I
BS103	Biblical Literature - Old Testament II
BS104	Biblical Literature - Old Testament III
BS201	Biblical Literature - New Testament I
BS202	Biblical Literature - New Testament II
BS203	Biblical Literature - New Testament III
BS300	Biblical Literature Elective
BS310	Independent Studies in Biblical Studies

General Education

GE100	College Writing
GE102	Human Physiology & Health
GE103	ESL (English as a Second Language)
GE104	ESL
GE105	ESL
GE 107	Introduction to Pastoral Ministry
GE114	Introduction to Psychological Counseling
GE115	Foundations of Education
GE120	Spanish as a Second Language
GE203	ESL
GE204	ESL
GE205	ESL
GE207	Ethics
GE220	Spanish as a Second Language
GE300	Elective

Mission & Ministries

ME101	Evangelism & Discipleship (Intensive)
ME104	Music and Creative Arts
ME109	Spiritual Formation
ME110	Homiletics I
ME112	Homiletics II
ME213	Homiletics III
ME113	Programming for Missions & Ministries - Youth & Adults
ME114	Cultural Dynamics in Ministry (Intensive)
ME204	Music and Creative Arts
ME216	Salvation Army Social Service Ministry
ME217	Discipleship (Intensive)
ME218	Worship and Salvation Army Ceremonies
ME300	Mission & Ministries Elective
ME310	Independent Studies in Mission & Ministries

Music and Creative Arts Instruction Options

Brass (Beginner)
Brass (Intermediate)
Cadet Band
Cadet Chorus
Dance
Drama
Guitar
Piano Lab
Private Piano
Timbrels

Supervised Ministry

SM101	Field Training
SM102	Field Training
SM103	Field Training - Spring Campaign
SM104	Field Training
SM105	Field Training - Summer Internship
SM201	Field Training
SM202	Field Training - Christmas Assignment
SM203	Field Training
SM204	Field Training - Spring Campaign
SM205	Field Training
SM310	Independent Studies in Supervised Ministry

Theological Studies

TS101	Doctrine of The Salvation Army I
TS102	Doctrine of The Salvation Army II
TS103	Doctrine of The Salvation Army III
TS104	Church History
TS201	Doctrine of The Salvation Army IV
TS202	Salvation Army History
TS300	Theology Elective
TS310	Independent Studies in Theological Studies

COURSE OF STUDY

RESCUED
Total First Year: 50 credits
Total Second Year: 44 credits
Type: Associate in Applied Science Degree

YEAR ONE - FALL QUARTER

Item #	Title	Credits
BS101	Biblical Interpretation	2
BS102	Biblical Literature—Old Testament I	3
GE100	College Writing	2
GE115	Foundations of Education	2
ME109	Spiritual Formation	2
SM101	Field Training	2
TS101	Doctrine of the Salvation Army I	2
	Sub-Total Credits	**15**

YEAR ONE - WINTER QUARTER

Item #	Title	Credits
ME114	Cultural Dynamics in Ministry (Intensive)	2
BS103	Biblical Literature—Old Testament II	3
GE111	Introduction to Psychology	2
ME110	Homiletics I	2
ME113	Programming for Mission & Ministry - Youth & Adults	2
SM102	Field Training	2
TS102	Doctrine of the Salvation Army II	2
	Sub-Total Credits	**15**

YEAR ONE - SPRING QUARTER

Item #	Title	Credits
AD101	Foundations of Leadership	2
BS104	Biblical Literature—Old Testament III	3
GE107	Introduction to Pastoral Ministry	1
ME112	Homiletics II	2
SM104	Field Training	1
TS103	Doctrine of the Salvation Army III	2
TS104	Church History	2
	Sub-Total Credits	**13**

YEAR ONE - OUTSIDE OF TERM/COURSES IN PROGRESS

Item #	Title	Credits
GE102	Human Physiology & Health	1
ME104	Music and Creative Arts Instruction	1
SM103	Field Training - Spring Campaign	1
SM105	Field Training - Summer Internship	4
	Sub-Total Credits	**7**
	Total Credits—Year One	**50**

YEAR TWO - FALL QUARTER

Item #	Title	Credits
AD204	Salvation Army Administration: Community Relations Development	2
AD206	Strategic Leadership	2
BS201	Biblical Literature—New Testament I	3
ME213	Homiletics III	2
SM201	Field Training	2
TS201	Doctrine of the Salvation Army IV	2
	Sub-Total Credits	**13**

YEAR TWO - WINTER QUARTER

Item #	Title	Credits
ME101	Evangelism and Discipleship (Intensive)	2
AD201	Principles of Finance	2
AD205	Salvation Army Administration : Human Resource Management	2
BS202	Biblical Literature—New Testament II	3
ME218	Worship and Salvation Army Ceremonies	2
SM203	Field Training	2
TS202	Salvation Army History	2
	Sub-Total Credits	**15**

YEAR TWO - SPRING QUARTER

Item #	Title	Credits
AD207	Basics of Corps Management	2
BS203	Biblical Literature—New Testament III	3
GE207	Ethics	2
ME216	Salvation Army Social Service Ministry	2
SM205	Field Training	1
	Electives	2
	Sub-Total Credits	**12**

YEAR TWO - OUTSIDE OF TERM/COURSES IN PROGRESS

Item #	Title	Credits
ME204	Music and Creative Arts Instruction	1
SM202	Field Training - Christmas Assignment	2
SM204	Field Training - Spring Campaign	1
	Sub-Total Credits	**4**
	Total Credits—Year Two	**44**
	Total credits for degree:	**94**

PROCLAIMERS OF TRANSFORMATION
Total First Year: 50 credits
Total Second Year: 44 credits
Type: Associate in Applied Science Degree

YEAR ONE - FALL QUARTER

Item #	Title	Credits
BS101	Biblical Interpretation	2
BS102	Biblical Literature—Old Testament I	3
GE100	College Writing	2
GE115	Foundations of Education	2
ME109	Spiritual Formation	2
SM101	Field Training	2
TS101	Doctrine of the Salvation Army I	2
	Sub-Total Credits	**15**

YEAR ONE - WINTER QUARTER

Item #	Title	Credits
ME114	Cultural Dynamics in Ministry (Intensive)	2
BS103	Biblical Literature—Old Testament II	3
GE111	Introduction to Psychology	2
ME110	Homiletics I	2
ME113	Programming for Ministry - Youth & Adults	2
SM102	Field Training	2
TS102	Doctrine of the Salvation Army II	2
	Sub-Total Credits	**15**

YEAR ONE - SPRING QUARTER

Item #	Title	Credits
AD101	Foundations of Leadership	2
BS104	Biblical Literature—Old Testament III	3
GE106	Introduction to Public Communications	1
ME112	Homiletics II	2
SM104	Field Training	1
TS103	Doctrine of the Salvation Army III	2
TS104	Church History	2
	Sub-Total Credits	**13**

YEAR ONE - OUTSIDE OF TERM/COURSES IN PROGRESS

Item #	Title	Credits
GE102	Human Physiology & Health	1
ME104	Music and Creative Arts Instruction	1
SM103	Field Training - Spring Campaign	1
SM105	Field Training - Summer Internship	4
	Sub-Total Credits	**7**
	Total Credits—Year One	**50**

YEAR TWO - FALL QUARTER

Item #	Title	Credits
AD204	Salvation Army Administration: Community Relations Development	2
AD206	Strategic Leadership	2
BS201	Biblical Literature—New Testament I	3
ME213	Homiletics III	2
SM201	Field Training	2
TS201	Doctrine of the Salvation Army IV	2
	Sub-Total Credits	**13**

YEAR TWO - WINTER QUARTER

Item #	Title	Credits
ME101	Evangelism and Discipleship (Intensive)	2
AD201	Principles of Finance	2
AD205	Salvation Army Administration: Human Resource Management	2
BS202	Biblical Literature—New Testament II	3
ME218	Worship and Salvation Army Ceremonies	2
SM203	Field Training	2
TS202	Salvation Army History	2
	Sub-Total Credits	**15**

YEAR TWO - SPRING QUARTER

Item #	Title	Credits
AD207	Basics of Corps Management	2
BS203	Biblical Literature—New Testament III	3
GE207	Ethics	2
ME216	Salvation Army Social Service Ministry	2
SM205	Field Training	1
	Electives	2
	Sub-Total Credits	**12**

YEAR TWO - OUTSIDE OF TERM/COURSES IN PROGRESS

Item #	Title	Credits
ME204	Music and Creative Arts Instruction	1
SM202	Field Training - Christmas Assignment	2
SM204	Field Training - Spring Campaign	1
	Sub-Total Credits	**4**
	Total Credits—Year Two	**44**
	Total credits for degree:	**94**

COURSE DESCRIPTIONS

All divisions aim to enable the cadet to think biblically, critically, and creatively. The goal is to develop a cohesive theology of mission, analyze and adapt to the diverse settings of Salvation Army ministry and engage in intentional lifelong learning.

ADMINISTRATIVE STUDIES DIVISION (AD COURSES)
DIVISION CHAIR: CAPTAIN JOSEPH HANSEN, M.B.A.

Purpose: *The Administration Division aims to develop leaders who will cultivate personnel resources, plan and implement programs and delegate responsibilities in the spirit of servanthood, be sound business administrators and faithful stewards of resources, earn community trust and respect, work well in cooperation with others, be guided by S.A. policies and procedures, demonstrate skills in utilizing advisory organizations, mass media and funding sources and evidence Christian character.*

AD101: Foundations of Leadership

A foundational class with an emphasis on the spiritual nature of leadership and the fundamental qualities essential for effective leadership. Course will include an overview of leadership theory, creating healthy teams, leadership styles, conflict management, and personal management. (2 credits)

AD201: Principles of Finance

An introduction to Salvation Army fiscal policies and procedures. This course will provide an overview of corps fiscal management, highlighting routine practices of income/expense process, budgeting, banking, and appropriate understanding and utilizing of multiple financial reports. (2 credits)

AD204: Salvation Army Administration - Community Relations Development

This course will provide an overview of the officer's relationship to advisory organizations, mass media and federated funds, and of his/her responsibility for community relations, fund-raising, emergency relief activities, and planning, preparing and developing a comprehensive Christmas Program. (2 credits)

AD205: Human Resource Management

This course centers on industry and Salvation Army processes for Human Resources in the corps and divisional setting. The course covers fundamental aspects of Human Resource Management, including onboarding, workforce planning, managing staff, and properly following Salvation Army HR procedures. (2 credits)

AD206: Strategic Leadership

An advanced leadership class emphasizing strategic planning and implementation. The course will include study of Scriptural based and current organizational leadership theory. It will also explore various leadership scenarios related to corps strategy. (2 credits)

AD207: Basics of Corps Management

The purpose of this course is to provide the cadets with the foundational skills and knowledge to manage a Salvation Army operation. The course covers the topics of risk management, property management, legal and policy matters, and operating various information technology databases. (2 credits)

AD300: Elective

AD310: Independent Study in Administration

BIBLICAL STUDIES DIVISION (BS COURSES)
DIVISION CHAIR: ENVOY GORDON SPARKS M.DIV.

Purpose: *The Biblical Studies Division seeks to help cadets encounter the Scriptures in their historical vibrancy, literary beauty, doctrinal authority, and spiritual power. The cadets will develop a structure of biblical history and geography, becoming familiar with the settings, themes and forms of the books of the Bible. We aim to cultivate the passion and skills needed for fruitful, lifelong study, adopting sound principles of interpretation and discovering the significance of the Scriptures for life and mission today, growing in faith and spiritual understanding.*

BS101: Biblical Interpretation

This course will equip students with a methodology for interpreting the Christian Scriptures. Practice of inductive Bible study will nurture a sound, historical-theological reading of the Word and a prayerful, informed movement from text to sermon. (2 credits)

BS102: Biblical Literature—Old Testament I

This course will survey the Old Testament books of the Pentateuch (Genesis, Exodus, Leviticus, Numbers, and Deuteronomy) emphasizing the historical background, ancient near eastern context, and theology, along with an examination of major interpretive issues and problems these books present. Interaction with the Pentateuch is intended to increase the student's knowledge as well as encourage spiritual growth and skill in using the Pentateuch in one's personal life and ministry. (3 credits)

BS103: Biblical Literature—Old Testament II

This course will survey the history of the Old Testament covering the historical and poetic books from Joshua through the Song of Solomon. Special emphasis will be given to the historical and cultural backgrounds of the books studied. Students will learn theological principles concerning community with God and God's self-revelation. (3 credits)

BS104: Biblical Literature—Old Testament III

This course will cover Old Testament Prophetic literature (Isaiah through Malachi) including Lamentations. Students will learn how to adequately understand, interpret and apply these unique biblical genres and their messages into their teaching and preaching. (3 credits)

BS201: Biblical Literature—New Testament I

An overview of the four Gospels, Matthew, Mark, Luke and John, including a review of the intertestamental period and world conditions at the time of Jesus' birth and throughout His ministry. As a study of the life and teachings of Christ in the Gospels, we will examine the implications and applications to contemporary ministry and personal spiritual life. (3 credits)

BS202: Biblical Literature—New Testament II

A study of the book of Acts with special attention to the origin and development of the early church; an overview of the life and teaching of Paul; an overview of Paul's letters to the Romans and the Corinthians. (3 credits)

BS203: Biblical Literature—New Testament III

A survey of additional Epistles of Paul (Galatians through Philemon), the General Epistles, and the Revelation of John, with emphasis on their historical context, literary character and theological meaning. (3 credits)

BS300: Elective

BS310: Independent Study in Biblical Studies

GENERAL EDUCATION STUDIES DIVISION (GE COURSES)
DIVISION CHAIR: LORENA SIMMONDS-LANCE, M.P.S.

Purpose: *The General Education Division courses are foundational and supportive to all learning, personal and interpersonal development and communication skills. Gaining knowledge, ability and practices in these courses furthers personal health and the development of interdisciplinary learning, understanding and abilities, sufficient to the performance of all classroom and field programs. The learning gained here, along with the general education courses in the other Divisions of Study, will promote the development of competencies in Communication, Information, Quantitative, and Analytic Inquiry, Ethical Reasoning skills and the ability to Engage Diverse Perspectives. Knowledge gained in these domains of learning aids other areas of study and enhances the fuller spiritual development and ministry of cadets, as future officers of the Salvation Army.*

GE100: College Writing
Introductory course to prepare cadets for writing at a college level. Course topics will include critical reading/writing, comprehension, researching, writing and development, mechanics and punctuation, MLA format and netiquette. Written communication skills will be vital to the cadet in their communication with others. (2 credit)

GE102: Human Physiology & Health
Designed to aid the cadet in developing a healthy lifestyle, through lectures, goal setting, and establishing a regular fitness routine. Basic physiology will be studied, along with basic pathophysiology, health maintenance, and the interconnectedness of the dimensions of wellness. A training seminar will be conducted for CPR, AED, and First Aid. It is the College's hope that the cadet will individually benefit from focusing on their health, and that this focus will lead to more effective ministries. (1 credit, CIP)

GE103, 104, 105: English As a Second Language (ESL)
Instruction in speaking, writing, listening, and reading English for students whose native language is other than English. (CIP — Pass/Fail)

GE107: Introduction to Pastoral Ministry
This introductory course examines the application of pastoral theology and ministry to real-life challenges. Cadets will explore the biblical principles and practical approaches to providing compassionate pastoral care and spiritual guidance in diverse ministry settings. (1 credit)

GE114: Introduction to Psychological Counseling
Introductory course designed to provide the student with the fundamental theories, concepts, and study of human behavior to understanding, counseling, and serving people in their corps communities. (2 credits)

GE115: Foundations of Education
An introduction to instructional methodologies. This course will focus on building teaching skills with practical implications of teaching for Corps ministry. (2 credits)

GE120, 220: Spanish as a Second Language (SSL)
This course is designed for basic to high school level Spanish language students. This course will include practice pronunciation of words and phrases to help break the ice and equip cadets with basic conversational skills. Cadets will be prepared to greet, service and/or guide Spanish speaking community members. (Extracurricular)

GE203, 204, 205: English As a Second Language (ESL)
Instruction and practice in oral and written English for students whose native language is other than English. (CIP—Pass/Fail)

GE207: Ethics

An introduction to ethics, highlighting those ethical challenges that are peculiar to clergy/officership, the morality and virtues that adhere to the practice of Christian leadership today and the way in which officer character informs those challenges. The Salvation Army Position Statements and current ethical issues will be examined. (2 credits)

GE300: Elective

General Education Competency	Required Course	Credits
Communication	GE100 College Writing GE107 Introduction to Pastoral Ministry ME110 , 112 and 213 Homiletics I, II & 3 GE115 Foundations of Education SM102, 103, 203, 204 Field Training	2 credits 1 credit 6 credits 2 credits 6 credits
Information Literacy	BS101 Biblical Interpretation BS102-104 Biblical Literature – Old Testament I-III BS201-203 Biblical Literature – New Testament I-III TS104 Church History TS202 Salvation Army History TS 101-103, 201 Doctrine of the Salvation Army I-IV	2 credits 9 credits 9 credits 2 credits 2 credits 8 credits
Quantitative	AD201 Principles of Finance AD207 Basics of Management	2 credits 2 credits
Analytical Inquiry Skills	AD Principles of Finance BS101 Biblical Interpretation GE 107 Introduction to Pastoral Ministry GE114 Introduction to Psychological Counseling ME216 Salvation Army Social Service Ministry	2 credits 2 credits 1 credit 2 credits 2 credits
Ethical Reasoning	GE207 Ethics BS101 Biblical Interpretation BS102-104 Biblical Literature – Old Testament I-III BS201-203 Biblical Literature – New Testament I-III AD101 Foundations of Leadership ME109 Spiritual Formation TS101-103, 201 Doctrine of the Salvation Army I-IV GE208 Introduction to Faith-Based Counseling	2 credits 2 credits 9 credits 9 credits 2 credits 2 credits 8 credits 2 credits
Ability to Engage Diverse Perspectives	ME114 Cultural Dynamics in Ministry TS201 Doctrine of the Salvation Army IV AD204 Community Relations Development	2 credits 2 credits 2 credits

MISSION & MINISTRIES STUDIES DIVISION (ME COURSES)
DIVISION CHAIR: MAJOR PAMELA MAYNOR, B.PRIM.ED.

Purpose: *The Mission & Ministries Division promotes missions at home and overseas to win people to Christ as Savior and to emphasize scriptural holiness. The Division seeks to integrate and apply the total content of the College curriculum in such a way as to equip cadets for leadership in Christian service, particularly in practical ministry employing tools and techniques for advancing the mission of The Salvation Army in corps and institutions.*

ME101: Evangelism & Discipleship

This course will discuss some of the most vital aspects of officership; how we fulfill the officer covenant ("to live to win souls and make their salvation the first purpose of my life"), and how we fulfill the great commission to go and make disciples. These two ministry priorities (evangelism and discipleship) will be taught and experienced through the lens of both Scripture and the present-day realities of post-Christian church and culture. (2 credits)

ME104/204: Music and Creative Arts Instruction (1 credit)

Beginner/Intermediate Brass

Instruction on basic brass technique and group performance. This course also focuses on beginning brass pedagogy and an appreciation of brass music in The Salvation Army.

Cadet Band

Instruction in and performance of varied selections from the brass band literature of The Salvation Army. This course will include instruction on brass teaching methods, brass technique, and starting and leading brass programs.

Cadet Chorus

Instruction in and performance of varied selections from the choral literature of The Salvation Army and other sacred choral music. This course will include instruction on vocal warm-ups, starting and leading vocal groups, as well as the history of music in The Salvation Army.

Guitar

Beginner and intermediate instruction on how to play the guitar with a focus on learning chords and strumming patterns. The purpose of this course is to develop the ability to provide live music for worship settings.

Piano

Beginner and intermediate instruction on how to play the piano with a focus on proper technique, music reading, and reading chords. The purpose of this course is to develop the ability to provide live music for worship settings.

Gospel Arts

Gospel Arts offers a unique opportunity to integrate the arts into the ministry at the corps, fostering growth and development among youth and adults alike. In this course, three diverse art forms will be combined—drama, dance, and timbrels. Students will explore how these art forms can positively impact personal and social development. Recognizing the transformative power of the arts, the course will focus on utilizing drama, dance, and timbrels as tools for self-expression, communication, and worship. By incorporating these art forms into the ministry, the aim is to create an inclusive and engaging environment for the artistic ones.

ME109: Spiritual Formation

The purpose of this course is for cadets to know, by personal experience, the freedoms that come from the regular use of the disciplines. This course serves as an invitation to each Cadet to take on the disciplines as they are taught, and to learn of them while they learn from them, in full embrace of the many challenges that come from turning one's heart towards the heart of God. It is by this commitment, in support of the aims of the College for Officer Training, that we endeavor to cooperate with God as He carries on with the good work He has begun in each of us unto the day of Christ Jesus (Philippians 1:6). (2 credits)

ME110: Homiletics I

This introductory course builds upon the foundations learned in Biblical Interpretation. This course is

designed to equip cadets to prepare and deliver expository sermon writings. Cadets are expected to do their own research and reading in the areas of exegesis, hermeneutics, sermon structure, and manuscript preparation, with appropriate illustrations and life application in expository preaching. This course will help cadets to understand that preaching is not merely delivering biblical information but should be leading to spiritual transformation (Romans 12:1-12). (2 credits)

ME112: Homiletics II

This course refines and reviews the skills of writing expository sermons learned in Homiletics I and adds the skill of writing topical sermons. More than communicating biblical truth (teaching), the focus will be on crafting sermons that are biblically accurate, vividly illustrated, and also call for a specific and immediate response from its hearers (preaching). (2 credits)

ME113: Programming for Mission & Ministries - Youth & Adults

Methods and theories of faith-based programs are examined with a practical laboratory for ministry relating to youth and adult programming. (2 credits)

ME114: Cultural Dynamics in Ministry

Based on Scriptures and theology, this course explores a number of different, diversified multicultural, ethnic topics and methods to approach an inclusive Salvationist ministry in theory and practice. Cadets will develop an awareness of the many aspects of culture necessary for sensitivity, competence, and equity in ministry. (2 credits)

ME213: Homiletics III

This course is advanced training in the principles and practices of the Expository and Topical forms of sermon preparation. Additional skills addressed will be planning a sermon series, creating a preaching calendar, and creating short video teasers to generate interest in a coming sermon. This is a course in skill development which will result in preachers who can effectively, creatively, and memorably communicate biblical truth that results in changed lives. (2 credits)

ME216: Salvation Army Social Service Ministry

This course will examine the historical and theological perspectives of Salvation Army social service ministry. Cadets will be introduced to the National Standards for Social Service Ministry and will examine strategies to implement and develop effective ministries to combat poverty and social inequities, engage in community relationship building and discover and access resources for ministry support. (2 credits)

ME218: Worship and Salvation Army Ceremonies

In this course, cadets will develop practical ministry skills relating to the corporate worship experience and Salvation Army ceremonies. Beginning with a Biblical and theological foundation for worship, cadets will learn to implement the fourfold model of worship. Practical attention will be given to the liturgical calendar, the role of SA Special Sundays, altar call ministry and creating online worship experiences. (2 credits)ME300: Elective

ME310: Independent Study in Mission & Ministries

SUPERVISED MINISTRY STUDIES DIVISION (SM COURSES)
DIVISION CHAIR: MAJOR LORENA CASTILLO, A.A.S.

Purpose: *The Supervised Ministry Division works in conjunction with the Mission & Ministry Training Department to provide field training opportunities for the application and testing of lessons learned in the classroom and in-class opportunities for reflection on field ministry. Field training and the classroom are interdependent, each informing and shaping the other toward greater effectiveness. The field training component takes place in the context of a community in mission (brigades), working in a variety of field settings under the mentorship of the College and field officers. In both the community life of the brigade and in ministry that emerges from that collaboration, officership skills and habits of heart and mind are learned and refined.*

SM101: Field Training
Guided practice in field ministry, including partnering in efforts of worship and work with corps-congregations, and various other human service providers. A fall practicum in nearby corps will introduce practical Christmas ministry: organizing a kettle campaign, interviewing clients for assistance, toy shop and food distribution preparation, and other Christmas-associated functions. (2 credits)

SM102: Field Training
Guided practice in field ministry, including partnering in efforts of worship and work in the corps during 20 days in order to learn by helping in the Christmas efforts of fundraising and the provision of holiday cheer and assistance to individuals and families at risk. (2 credits)

SM103: Field Training - Spring Campaign
Guided practice in field ministry within the context of a brigade. Cadets will engage in a week of revival meetings at a corps, ARC or Kroc Center throughout the USA Eastern Territory. Platform ministry skills, pastoral care, evangelism, and community outreach abilities are developed in the context of teamwork. (1 credit)

SM104: Field Training
Guided practice in field ministry, including partnering in efforts of worship and work with the Adult Rehabilitation Centers and various other human service providers. (1 credit)

SM105: Field Training - Summer Internship
Guided practice in field ministry, providing a summer of laboratory experiences in all aspects of officer ministry: corps-congregational and community, social and personal. (4 credits)

SM201: Field Training
Guided practice in field ministry, including partnering in efforts of worship and work with corps-congregations, Adult Rehabilitation Centers, and various other human service providers. There is an increased focus on preaching and public communication as well as program design. Program flow and a variety of program elements are taken beyond the basic level. Sermons are now explicitly constructed for use on the "out Sunday" with a focus on the needs of the specific congregation. A fall practicum in nearby corps will provide an introduction to practical Christmas ministry: organizing a kettle campaign, interviewing clients for assistance, toy shop and food distribution preparation, and other Christmas-associated functions. (2 credits)

SM202: Field Training - Christmas Assignment
Guided practice in field ministry, including partnering in efforts of worship and work with corps-congregations, Adult Rehabilitation Centers and various other human service providers in Christmas efforts and appeals. (2 credits)

SM203: Field Training

Continued guided practice in field ministry will be stressed within the context of ministry teams to develop confidence and excellence in ministerial skills. Cadets will engage in 6 Sundays of partnering in efforts of worship (preparing, leading and participating) and work with corps congregations and various other human service providers. (2 credits)

SM204: Field Training - Spring Campaign

Guided practice in field ministry within the context of a brigade. Cadets will take a stronger leadership role to engage in a week of revival meetings at a corps, ARC or Kroc Center throughout the USA Eastern Territory. Platform ministry skills will be prioritized and utilized during the campaign to assist in further development and confidence in their use. Pastoral care, evangelism, and community outreach abilities are continually developed in the context of teamwork. (1 credit)

SM205: Field Training

Guided practice in field ministry will be broadened to include partnering in efforts of worship and work with the Adult Rehabilitation Centers and various other human service providers. Preaching to more diverse congregations through these new opportunities will be stressed enabling the cadet to learn different preaching themes and techniques. (1 credit)

SM310: Independent Study in Supervised Ministry

THEOLOGICAL STUDIES DIVISION (TS COURSES)
DIVISION CHAIR: COMMISSIONER MARK TILLSLEY, PH.D.

Purpose: *The Theological Studies Division attempts to challenge cadets to interact with the history and doctrine of The Salvation Army from biblical, historical and contemporary perspectives. Cadets will examine personal assumptions and biases, learn to think theologically in ministry, develop the skill to communicate the Gospel effectively in a world of many faiths, and appreciate dominant characters and themes of the history of the Church.*

TS101: Doctrine of the Salvation Army I

This course serves as an introduction to Salvation Army doctrine. The study will initially focus on the first four doctrines (Authority of the Scriptures, the nature and attributes of God, the Trinity and Christology) while providing a general introduction to theological studies and practice. (2 credits)

TS102: Doctrine of the Salvation Army II

A study of Salvation Army doctrines five, six, seven and eight, this course explores God's intention for humankind, the Fall and the effects of sin (Hamartiology) and the provision of atonement (Soteriology), salvation and assurance. (2 credits)

TS103: Doctrine of the Salvation Army III

As a study of Salvation Army doctrines nine, ten and eleven, this course emphasizes growth in faith and practice and the promise and provision of entire sanctification, with a concentration on practical holiness. This course concludes with an examination of theology of end times. (2 credits)

TS104: Church History

As a survey of the history of the Church from the apostolic period to the present, the emphasis will concern the development of Christian doctrine and practice and consequent contemporary implications. (2 credits)

TS201: Doctrine of the Salvation Army IV

A study of Salvation Army doctrinal distinctives relating to the sacraments, spiritual gifts, the ministry of women, world faiths, and the study of the Church (Ecclesiology). (2 credits)

TS202: Salvation Army History

A survey of Salvation Army history, drawing out lessons for contemporary mission. (2 credits)

TS300: Elective

TS310: Independent Study in Theological Studies

ACADEMIC POLICIES

Purpose of the Curriculum Department

The academic component of the College for Officer Training, USA Eastern Territory, seeks to provide a challenging learning environment in which intellectual capacity, spiritual development and practical ministry experience are balanced. This aims to create a foundation and desire for life-long learning and continual development of ministry skills. Instrumental to this interdependence of classroom, community and field is an instructional staff composed of qualified practitioners and credentialed academics, all sharing a common faith in Christ working in partnership.

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.

Associate in Applied Science Degree

The Associate in Applied Science degree (A.A.S.), under New York State education law, requires that a minimum of 30 quarter credits of liberal arts or general education (in a 90 quarter credit calendar) be instructed for obtaining the degree.

To fulfill the General Education requirements, the College follows the plan of many larger universities and colleges by designating a number of introductory-level courses in differing Divisions of Study as a portion of General Education. The information in these designated courses is more basic, theoretical, comparative and preparatory for later courses. In addition to the courses in the General Education Division (12 quarter credits), the following courses contribute to the General Education requirement: Biblical Interpretation (2), Music and Creative Arts (2), Spiritual Formation (2), two differently constructed Homiletics courses (6), Church History (2), Principles of Finance (2), Basics of Management (2), Introduction to Social Ministries Administration (2), and Foundations of Leadership (2). The sum of these credited courses is 20 quarter credits for a combined sum of 30-plus credits in General Education. Finally, the College Faculty has chosen to add additional credits in the Liberal Arts by the creation of a course titled Cultural Dynamics in Ministry.

The above selection of courses comprising the General Education program of the College for Officer Training was designed and developed to fulfill the requirements of accreditation by the Accrediting Commission for Community and Junior Colleges (ACCJC), as well as to prepare cadets for becoming officers in The Salvation Army and life-long learners. ACCJC has designated six (6) major domains, or learning outcomes/objectives, that all Associate-degree granting institutions should accomplish in their graduates. These learning outcomes include competencies in Communication, Information and the Quantitative domains (3), Analytic Inquiry Skills (4), Ethical Reasoning (5) and the Ability to Engage Diverse Perspectives (6). Multiple courses at CFOT were designed to contribute to these learning outcomes and the most primary representatives of each domain includes College Writing and Public Speaking (Communication learning), all Bible coursework (Information competency), Principles of Finance (Quantitative competency), Biblical Interpretation (Analytic Inquiry skills), Ethics (Ethical Reasoning) and Cultural Dynamics in Ministry (Ability to Engage Diverse Perspectives). Cadet mastery of these domains of learning, and other related coursework, prepares the soon-to-be minister for work in The Salvation Army and life-long learning.

Community Calendar

The community calendar provides a listing of daily classes, where each class is based on 50 minutes of classroom instruction and activities of the college. It is posted on the education bulletin board, as well as in the “S” drive (Egnyte shared drive) under “Education Calendar & Room Locations”, and on the

CFOTHUB (https://usaeast.sharepoint.com/sites/CFOTUSAEastHub. Cadets are to acquaint themselves with these schedules and be alert for any posted changes. Cadets are responsible for checking emails as well for any important calendar changes.

Classroom Behavior

Respect for the classroom and the quiet study space of the library informs the use of all electronic devices in these locations. Except fluids in closed containers, food or refreshments may only be brought into the classroom for class related activities determined by the instructor. It is the expectation of each student to take notes, participate in discussion and read in advance to provide or increase effective learning. Instructors are not required to provide power points in advance of or following a class, or study guides to direct students what to study for an exam.

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 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.

Computers and tablets are permitted for use in all CFOT courses for educational purposes. Online shopping and social media use is prohibited during class time and research should be limited to the class attended. Violators of this policy will lose the privilege of using their computer or laptop.

Grades and Grade Points

Grades are a measure for the cadet to monitor his/her own progress towards excellence in 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.

Final grades are due from instructors one week following the final exam or class meeting.

The academic standing of each cadet will be recorded for transcript purposes at the end of each quarter, at

Numerical Grade (%)	Letter Grade Equivalent	GPA Points	Explanation
95-100	A	4.0	Excellent work in all respects
90-94	A-	3.7	Cadet's performance very good in all respects
87-89	B+	3.3	Good, strong, reliable work in all aspects
83-86	B	3.0	Above average, stable work, but **not** the strongest
80-82	B-	2.7	Satisfactory work, accomplishment of all learning objectives and competencies in the course
77-79	C+	2.3	
73-76	C	2.0	Minimum requirements met
70-72	**C-**	**1.7**	**Academic warning given**
67-69	D+	1.3	Marginal work, lacking in some areas, but meets minimum requirements in all areas of the course
63-66	D	1.0	
60-62	D-	0.7	
0-59	F	0.0	Does not meet minimum requirements for course

which time the cadet will be informed of his/her grades. The grading system follows:

Grades not entered into GPA calculation

P ***Pass***

A pass grade indicates an achievement of C level or above and can be given for designated courses. Achievement below C level results in a failure (F).

I ***Incomplete (unforeseen)***

If cadets encounter an extreme, sudden situation beyond their control during an academic term that renders them unable to complete their course assignments in the allotted time before final grade submission, they may be considered for an "Incomplete."

This may occur in coordination with the Personnel Department and each case will be considered on an individual basis. The process is as follows

- Education Officer meets with instructor and cadet.
- Cadet meets with the Education Officer to review plan to determine if a mark of "I" (Incomplete) is warranted.
- Instructor and cadet meet to consult and agree on work and date of completion. This may include the cadet viewing class recordings and completing an assignment.
- Education Officer will present case to the Academic Review Board (ARB) for review.
- The ARB will submit its recommendation to the Director of Curriculum for Training Principal's approval.
- Once approved, the "I" (Incomplete) will appear on the transcript and will remain on the transcript along with the final course grade.
- The completed work must be submitted to the instructor by noon on the Friday of the fourth week of the following academic quarter or, in the case of spring quarter, by September 1, unless otherwise decided by ARB.

II ***Incomplete (planned)***

Occasionally, certain situations may arise with gradual or significant advance knowledge including elective surgery, pregnancy, maternity/paternity, illness of cadet child/family member, and/or other concerns, where an extended period of absence is anticipated and subsequent incomplete course work might result. The Education Officer will make arrangements with the cadet and the instructor with input from the Personnel Department. The process is as follows:

- Education Officer informs instructor and cadet.
- Cadet meets with the Education Officer to review plan to determine if a mark of "I" (Incomplete) is warranted.
- Instructor and cadet meet to consult and agree on work and date of completion. This may include the cadet viewing class recordings and completing all assignments. Education Officer will present case to the ARB for review.
- The ARB will submit its recommendation to the Director of Curriculum for Training Principal's approval.
- Once approved, the "I" (Incomplete) will appear on the transcript and will remain on the transcript along with the final course grade.
- The completed work must be submitted to the instructor by noon on the Friday of the fourth week of the following academic quarter or, in the case of spring quarter, by September 1, unless otherwise decided by ARB.
- Exception to this would only be in effect if an assignment requires group/personal presentations whereby "alternative" work may be assigned that corresponds to the assignment(s) missed.

<u>Viewing of Classes</u>

Due to an extenuating circumstance, it may be necessary for the cadet to view the missed classes either through live streaming or recording.

Extreme Circumstances and Academic Reintegration
In cases where a cadet experiences extreme or unforeseen circumstances (e.g., illness, injury, accident, or similar events) and their reintegration into the school community depends on a third party's professional judgment (such as a physician, therapist, or judge), the Training Principal (TP), in coordination with the Director of Personnel, Director of Curriculum, and Education Officer, shall develop an individualized academic reintegration plan.

This plan will consider the cadet's medical status, missed instructional time, and accumulated coursework, and will establish a reasonable timeline for completing academic requirements based on the cadet's demonstrated recovery and capacity.

During the period of medical or professional restriction, the cadet shall be temporarily exempt from standard attendance-related grade reductions. Once the reintegration plan is approved and implemented, normal academic expectations shall resume in accordance with the plan's stipulations.

Training Plan for Cadets-on-Field

In the event that a cadet receives a Territorial appointment as a Cadet-on-the-field, a Training Plan will be developed to help ensure the cadet meets degree requirements. The training plan will combine Field-Based Practicum with College In-Person Academic Requirements

Education Plan Overview: The Cadet-on-the-Field training plan integrates in-person coursework, mandatory Course requirements, individualized accommodations, structured Divisional advisement/ mentorship, and multi-tiered evaluation processes aligned with CFOT training standards.

Coursework Requirements: Cadets will be required to attend in-person sessions for the following foundational courses. Online participation via TEAMS will be provided as needed. It is the cadet's responsibility to communicate with the instructors when this accommodation is needed.

Assignments and Accommodations
Assignment Completion
All assignments must be fulfilled in accordance with the course syllabi and CFOT standards, including:
- Meeting the course syllabus assignments requirements and the instructor's instructions
- Adherence to CFOT Academic Policies as outlined in the college catalog and Course Syllabi

Accommodations
Assignments may be completed with reasonable academic accommodations, which may include extended deadlines when needed. Alternative formats for submission will be permitted, where this applies (e.g., recorded presentations, modified templates). Course workload and pace will be adjusted to paligned with corps demands. Accommodations will not lower academic standards but will ensure equitable access to demonstrating competencies in accordance with the Student Learning Outcomes for each course.

Personalized Coursework
When appropriate, coursework will be tailored to the syllabus and intended student learning outcomes, in consultation with the instructor and field supervisor. The supervisor will offer supervision and mentorship for ethical service delivery in all Corps programming, such as Social Services programs. In such a case, the supervisor will assist the cadet in aligning theoretical frameworks with the corps' populations.

MMT-Supervised Ministries Studies Plan
The MMT Department will utilize existing Rubrics as assessment tools and Collaborate with DHQ and CFOT Administration. The cadet will assume full ministry responsibilities on the field, implementing CFOT -KJYH` Training program-aligned strategies, while collaborating with Collaborate with DHQ, CFOT Administration, instructors, and mentors. The cadet will also continue to engage in reflective practice, submit Tech sheets and program reflection papers as directed by the department.

Expected Outcomes
To successfully complete the 2026 Spring Quarter program and obtain the Associate in Applied Science Degree, the cadet will be required to fulfill all course assignments, with approved accommodations while meeting rubric-based performance standards.

The cadet will maintain an overall accumulated grade point average of 2.0/C or higher and a minimum GPA of 2.0 for course in Biblical Studies, Theological Studies, Mission & Ministries Studies, Spiritual Formation & Homiletics and Supervised Ministry Studies

Failed Assignments

In exceptional cases a cadet may request to redo an assignment, test, sermon or other coursework caused by an unforeseeable event or absence for which they received a failing grade. The instructor will review the request and inform the Education Officer. The Education Officer will then submit the decision to the Director of Curriculum for final approval. If approved, the new grade will be averaged with the former to determine final grade. However, late assignments which have been graded "F, 0 points" are not defined as "exceptional cases."

Remediating a Grade of "F" or Raising a GPA Below 2.0

A cadet who has become ineligible for the degree on the basis of either failing a course or having a GPA below the 2.0 standard has the option to seek remediation. The process is as follows:

- Cadet (or Lieutenant for post-Commissioning remediation) submits a request for remediation to the Education Officer.
- Education Officer, in consultation with the instructor(s), assesses if course(s) can be remediated through supplemental work or if the course(s) must be repeated. Supplemental work may be appropriate if either the failure was associated predominantly with a particular course assignment or if a single assignment can be designed to assess mastery of more widespread course shortcomings. Otherwise, the course should be repeated.
- When repeating the course, the new grade will be averaged with the former course grade and so noted in the cadet's transcript (e.g. F/C). Only the latter grade will be calculated into the overall GPA.

For supplemental work:

- The instructor develops the specific assignment(s) and sets a tentative due date in consultation with the Education Officer.
- The Education Officer presents the proposal for supplemental work to the ARB for approval. The ARB will seek to maintain reasonable consistency in the level of rigor and the volume of work expected for remediation. The ARB will submit its recommendation to the Director of Curriculum for Training Principal's approval.
- If the proposal is approved, the cadet submits the supplemental assignment(s), according to the established due date, to the instructor who will grade the work. Standard late penalties will apply as needed. The grade for the supplemental work is averaged with the grade for the original assignment that caused the failure (or that proportion of the course being remediated). That average grade is then entered in the original course grade sheet, according to its intended weight in the course, to determine the new course grade. The instructor submits the new grade to the Education Officer.
- Both the original grade and that achieved after completing the supplemental work will appear on the transcript. Only the latter grade will be calculated into the overall GPA.

For repeat of courses:

- The Education Officer presents the proposal for a repeat of course to the ARB. The ARB will submit its recommendation to the Director of Curriculum for Training Principal's approval.
- Approved repeat of courses will normally be scheduled as independent study courses during the summer assignment or post-Commissioning. The Education Officer, the Director of Curriculum, the instructor, and the field command (for post-Commissioning courses) will consult on appropriate timing.
- At the end of the course, the instructor submits the grade to the Education Officer.
- Both the original grade and that achieved for the repeated course will appear on the transcript. Only the latter grade will be calculated into the overall GPA.

Make-Up Examinations

All examinations are to be taken at the times designated in the course syllabi. If an examination is missed, the cadet must make alternative, satisfactory scheduling arrangements with the Education Officer. The make-up examination should be scheduled to be taken at the first available time on the first day the cadet returns to classes. Failure to take a test within three days will result in a grade of "F" for that exam. All instructors must inform the Education Officer when a cadet misses any examination. These terms also apply to class presentations. Each situation will be reviewed by the Education Officer and instructor on a case by case basis.

Late Assignments

An assignment is late if not given to the instructor at the required time as indicated in the course syllabus. This applies to all written assignments for Turnitin and for those assignments that are to be given to the instructor. All course work is due at the beginning of the class or as assigned in the approved course syllabus. All written assignments are to be submitted through Turnitin (see Academic Integrity) which indicates the exact time that papers were submitted, providing a receipt.

Absence from class, is not an acceptable excuse for turning in an assignment late. If a cadet is absent and the assignment is not in a format that can be submitted by Turnitin, they are to e-mail it to the instructor or arrange for another cadet to hand deliver it by the assigned time.

Late assignments are considered a serious failure to meet course requirements. Grades for late assignments will be reduced 5 percent for each day late, including weekends and holidays. After one week late, the assignment will receive a grade of "F, 0 points" and is not eligible for additional work. Repeated lateness of assignments will be addressed by the Education Officer, ARB, and the Personnel Department may be notified.

Reading and Written Assignments

Suggested limits in reading and written assignments apply to all courses to keep the workload for cadets manageable and fair and to attempt to provide balance among the differing courses. These are guidelines as some texts are word-dense, filled with complex ideas and terminology, definitions and theory while others are not, and multiple-page papers do not always indicate margins, double or single spacing and indents. Some in-class writing assignments may not be counted within the page numbers listed below and a "take-home" final exam might be excluded, as long as reasonable expectations are made. Instructors are given leeway here but to ensure fairness, equality, and yet support pedagogical objectives in work demanded, from course to course, these suggestions are offered. Extreme variations should be discussed with the Division Chair, Education Officer, and Director of Curriculum. Scripture reading assignments in Biblical Studies courses are not counted in these page counts.

One-credit course	reading assignments	up to 250 pages
	writing assignments	up to six typed pages
Two-credit course	reading assignments	up to 350 pages
	writing assignments	up to eight typed pages
Three-credit course	reading assignments	up to 450 pages
	writing assignments	up to ten typed pages

Academic Warning

Cadets whose cumulative grade point average or quarterly average falls below 2.0/C or who receive the grade of "F" in any course will be placed on academic warning. Cadets will be required to report to the library or meet with instructors as recommended by the Academic Review Board. Times will be assigned, and progress will be closely monitored by the Education Officer and course instructors. Additionally, based on recommendation from the Academic Review Board, cadets on academic warning may be assigned an officer as their academic mentor who they must meet with weekly. It is the cadets' responsibility to schedule sessions with their academic mentor. Additional restrictions may be administered on a case-by-case basis. The designation of academic warning may be lifted when the following takes place: completion of the following quarter's course work with a cumulative grade point average of 2.0/ C or above, and/or, remediation of the "F" grade is completed. A second quarter of being placed on academic warning may result in academic probation.

Academic Probation

Cadets whose cumulative grade point average or quarterly average falls below 1.7/C- or who carry two or more non-remediated grades of "F" on their academic transcript will be placed on academic probation. Cadets placed on academic probation will be required to attend tutor-assisted study, or other remedial learning situations to improve academic performance. Additional restrictions may be administered as deemed necessary by the Academic Review Board. The designation of academic probation may be lifted when the following takes place: completion of any following quarter when overall coursework reaches a cumulative grade point average of 2.0/C or above, and/or, remediation of all grades is completed. All cadets placed on academic probation will meet with the Education Officer and Director of Personnel. If there is no improvement or if additional failures occur, the status of his/her cadetship will be forwarded to the Cadet Review Board.

Withdrawal and Readmission Policy for Cadets

While the College staff and faculty will do all they can to aid cadets in their studies and spiritual development, events such as illness, family concerns, and personal demands may cause a cadet to withdraw from the College. Cadets feeling this strain are urged to seek the counsel of officers in the Personnel Department. If, even after seeking counsel, a cadet decides to interrupt their training before being commissioned, they must have an exit interview with the Training Principal and the Director of Personnel. Deliberations, discussion and final decision will remain in confidential file in the Director of Personnel's office in the case (and hope) that the cadet may, at some time in the future, wish to be readmitted to the College. Any consideration for readmission to the College must be initiated through the cadet's divisional command as an application for readmission to the Territorial Candidates' Board and will be considered on an individual basis. Any fee, tuition or other costs paid by the cadet will be assessed for refund according to the policy on refunds listed in the Community Guidelines.

Occasionally it becomes necessary for a cadet to conclude their enrollment at the College in response to counsel of the CRB (Cadet Review Board) of the College, based on concerns that arise regarding the cadet's capacity to continue. The refund policy will remain the same for this situation.

Awarding of Degrees

Degrees will be awarded to cadets in good standing who have completed the specified 94 units of credit and meet the following criteria:

1. Maintain an overall accumulated grade point average of 2.0/C or higher.
2. Achieve a minimum GPA of 2.0 in each of the following core requirement areas of study (# of courses): Biblical Studies (7), Theological Studies (6), Mission & Ministries Studies: Spiritual Formation & Homiletics (6), and Supervised Ministry Studies (10).
3. Have no failing grades over the entire curriculum (or have successfully completed the required supplemental work for failing grades before Commencement).

In rare cases, a cadet may be unable to successfully complete the academic work required for the Associate degree. This may be substantiated by failure in two successive academic terms. The cadet may continue training for officership if approved by college administration (the Cadet Review Board, the ARB, the Executive Council and the Training Principal). An "Individualized Educational Plan for Academic Probationary Cadet (IEPAPC)" will be developed by the Education Officer in consultation with the cadet and the Director of Curriculum. The final IEPAPC must be approved by the Training Principal. The cadet must accept that no academic degree will be awarded until completion of this academic plan.

In the tradition of Exchange Cadets, where appointments to the CFOT have been made in coordination with the home territory, it is understood that the cadet will not complete the full two years of curriculum and will not be eligible for the A.A.S. degree. An IIEP (International Individualized Educational Plan) will be developed based on the needs of the home territory sending (and receiving back) the cadets and the perceived needs and English language abilities of the cadet.

Finally, in extraordinary circumstances, even though all academic requirements have been met, the College has the right to withhold conferring a degree. This may be due to concerns or deficiencies in the realm of personal and cadet life and can occur only upon the instruction of the Training Principal.

Independent Study & Transfer of Learning

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 and the ARB for review. The proposal will be submitted to the Director of Curriculum for TP's approval. 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 for 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.

English Enrichment Class

Due to difficulties cadets face with English composition, a non-credit course has been designed to help cadets improve their communication skills. This course is open for all cadets who desire to improve their ability to communicate using proper English and is not credited towards the A.A.S. degree. Cadets who struggle with grammar, writing and composition, may be required by the Academic Review Board and faculty to attend a weekly, one-hour course that focuses on English skills. This course is designed for cadets with English as a first language; however, more advanced ESL cadets could elect this course instead of one of the ESL classes.

Additional Enrollment

Enrollment in other academic programs (residential or distance) while a cadet at the CFOT, while uncommon, will be considered when such study would enhance the cadet's further formation in light of his/her need or prior experience. Specific proposals for an additional enrollment arrangement should be presented to the Education Officer and the ARB. The ARB will submit its recommendation to the Director of Curriculum for Training Principal's approval.

Academic Attendance Policies Standards and Expectations

It is the expectation of the College for Officer Training that cadets demonstrate the highest possible standards of integrity and excellence, recognizing the responsibility and duty that is part of their commitment to God's service and living within a covenant community of Christian love and Godly respect for one another. Such living acknowledges our Christian ideals, abolishes whatever may hinder our calling, advances an atmosphere of growth that reflects God's love in community, and abounds in encouraging a growing spiritual awareness on how to be accountable to one another. These standards include punctuality, attendance and participation in all classes, supervised ministry, and other assigned duties. Awarding of grades is based on timely submission of all assigned work and completion of all class and supervised ministry assignments.

Attendance and participation is expected at ALL community gatherings, applied learning experiences (Supervised Ministry), conferences, seminars, and workshops required by CFOT administration, faculty, and staff. As such, it is imperative for all cadets to do their very best to attend, participate, and learn from ALL experiences offered; indeed, each cadet brings a unique set of educational experiences, spiritual insights, and personal witness to every potential learning situation and the absence of anyone diminishes the experiences of the whole.

Attendance gives evidence of active participation allowing the fullest development of discussion and learning for all in the classroom within the responsible freedom afforded by God's grace (scripturally, "to each is given the manifestation of the Spirit for the common good," 1 Corinthians 12:7). Exceptions to this attendance policy, for extenuating circumstances, are at the discretion of the Personnel Department.

Class Attendance

Attendance will be taken at all classes and class-associated learning experiences. Cadets are required to attend a minimum of 80% of class hours (credited or pass/fail). For absences more than 20% (for example, in a three credit course, the 20% maximum of absences is 6 class hours, total), there will be a 5 point reduction for the course. For absences 25% or more, a 10-point reduction will take place along with other possible disciplinary action. It is the cadet's responsibility to maintain their own record of absences for each course.

When classes are held virtually, all cadets must have their computer cameras turned on in order to be counted present for that class.

No cadet on assignment from CFOT (Youth Councils, SOC, etc.) will be penalized for non-attendance. For courses in progress, like Music and Arts classes (including Chorus), there will be a maximum of 6 absences a year.

In the event that the cadet is unable to attend class for any reason, it is that individual's responsibility to communicate their absence to their instructors for that day. While the specific reason for the absence does not need to be disclosed, the communication is a helpful courtesy for the instructors as they prepare their courses.

Failure to communicate an absence to one's instructors will be considered a "no show" and will be treated as follows:

- The first occurrence of a no show, the cadet will be issued a verbal warning.
- The second occurrence of a no show, the cadet will receive a 2 point reduction in their overall final grade for each course affected by the no show.
- The third occurrence of a no show, the cadet will be referred to personnel.

Assignment Deadlines for All Absences

An assignment is late if not given to the instructor at the required time as indicated in the course syllabus. This applies to all written assignments for Turnitin and for those assignments that are to be given to the instructor. All course work is due at the beginning of the class or as assigned in the approved course syllabus. All written assignments are to be submitted through Turnitin (see Academic Integrity) which indicates the exact time the papers were submitted, providing a receipt.

As stated earlier, absence from class is not an acceptable excuse for turning in an assignment late. If a cadet is absent and the assignment is not in a format that can be submitted by Turnitiin, they are also to email to the instructor or arrange for another cadet to hand deliver it by the assigned time.

Late assignments are considered a serious failure to meet course requirements. Grades for late assignments will be reduced 5 percent for each day late, including weekend and holidays. After one week late, the assignment will receive a grade of "F, 0 points" and is not eligible for additional work. Repeated lateness of assignments will be addressed by the Education Officer and ARB, the Director of Curriculum, and the Personnel Department may be notified. If the cadet is unable to attend a class due to illness on the day of an exam, the cadet is responsible to notify, via email, the instructor prior to the beginning of class. Exams must be made up by the cadet prior to the next class day.

Class Lateness

A class commences once the bell rings. If translation equipment is needed, early arrival to class is necessary. Lateness to any one class takes place when a cadet is not present at this time and can contribute to disruption of a lecture or a scheduled test. Effective and efficient learning takes place when the student is present and ready to learn as the instructor leads. There will be a one point deduction from the final grade for the first three lateness reports and an additional one point deduction will be assessed for each additional lateness, after the first three. Any instructor has the option to prevent a cadet from taking a test if the cadet is late to class.

Academic Integrity

Cheating and plagiarism definitions should be presented in the syllabus and openly discussed in the orienting, initial class period. Cadets are expected to possess and demonstrate the highest standards of character and integrity. Cheating and any other type of academic dishonesty, including plagiarism, are unacceptable behaviors. The cadet's code must always be to conduct themselves, at all times, as a Christian and officer-in-training.

"Plagiarism (is presenting another person's ideas, words, or entire work as your own. Plagiarism may sometimes have legal repercussions (e.g., when it involves copyright infringement) but is always unethical: (MLA Handbook 96). Proper citation of sources (as in this example) prevents plagiarism.

Works Cited

Aaron, Jane E., and Elaine Bander. *The Little, Brown Essential Handbook*. 9th ed., Pearson Canada, 2018.

Plagiarism includes, but is not limited to, reusing academic work from previous academic institutions, corps experience and previous CFOT courses. Also, using or copying academic work between spouses for course submission is considered plagiarism. Plagiarism is dishonest and displays a lack of gratitude for the wider community of learning into which the cadet enters in study. For more information on how proper citation prevents plagiarism see "Information Literacy" in the Library section, and the MLA Handbook. Turnitin is an online resource that can help cadets identify and avoid plagiarism. See "Turnitin" for further guidance. Eighty percent of a paper should be original work, unless quoting Scripture.

Instances of academic dishonesty should be handled via the steps listed below. If an instructor suspects that a cadet has cheated or plagiarized on a test or written paper assignment, the instructor should 1) investigate the matter thoroughly and establish strong evidence before confronting anyone; 2) the instructor will then bring that evidence to the Education Officer, rather than simply consult with or confront the cadet based on "suspicions;" 3) If the evidence is deemed valid by the EO, the instructor will meet with the cadet and the process will proceed from there. 4) The instructor will report the result of the meeting with the cadet to the Education Officer who will review the report then meet with the cadet. 5) After reaching a decision, the EO will inform both the instructor and the cadet. If, after consultation with the cadet and the Education Officer, the instructor continues to feel that cheating or plagiarism has taken place without an adequate resolution, it will be referred to the Director of Curriculum for follow-up.

As an alternative for the 0% credit, and on a first offense only, the cadet may be given grace, as a means of teaching proper formal educational requirements and behavior and be allowed a make-up assignment for the work. The grade of any make-up assignment must be averaged with the zero-credit resulting from the initial academic dishonesty. ARB will be informed of the offense.

A second instance of plagiarism, cheating or academic dishonesty - whether or not it is in the same course, another course, or in the overall training experience of the cadet - will be referred to the ARB as a case of severe deficiency in character and integrity. The course under review during the second incident receives an "F grade or 0 credit."

Artificial Intelligence (AI) Policy:

The College for Officer Training (CFOT) exists to prepare cadets to serve God and advance The Salvation Army's mission of sharing salvation with the world. As people created in God's image, cadets are called to grow spiritually, intellectually, and in character through faithful learning and service.

AI tools may be used to support learning when permitted, but personal growth and independent thinking remain central to CFOT's mission. For this reason, AI may be used only with the Course Organizer's clear permission. Instructors may also set additional guidelines for AI use with the Course Organizer's approval.

Academic honesty is essential to our learning community. Cheating, plagiarism, and the unauthorized use of AI are not permitted. Scripture reminds us of the value of honest work: "Anyone who has been stealing must steal no longer, but must work, doing something useful with their own hands" (Ephesians 4:28).

Appropriate uses of Generative AI may include:

- Improving grammar, clarity, and sentence structure using tools such as Grammarly
- Assisting with research, as long as all sources are properly cited and credited.

MLA Citation Guides

AI-Generated Text:

"Identify the themes in Mcteague by Frank Norris" prompt. ChatGPT, 21 November version, OpenAI, 4 Dec. 2023. https://chat.openai.com/share/2f2be19d-eadd-4151-8ceb-0785319074b3.

AI-Generated Images:

Fig. 2. "Create impressionist painting of a cat using neutral colors" prompt. DALL-E, version 2, OpenAI, 27 Nov. 2023. https://labs.openai.com/

In-Text Citations:

("Identify the themes in Mcteague")

Generative AI - MLA Citation Guide (MLA 9th Edition) - Library Guides at University of Nevada,

Inappropriate uses of Generative AI include:

- Creating sermons, theological reflections, or exegetical content for Sunday School or Bible study
- Generating papers, discussion posts, or assignments that require critical thinking or original reflection

Some assignments require personal reflection and spiritual insight and must be completed without the use of AI. These tasks depend on the student's own thinking, experience, and faith perspective.

If AI tools are used for any part of an assignment, students must clearly disclose their use by identifying the tools used and explaining how they contributed to the work. This transparency supports academic integrity. Students should follow MLA or other appropriate citation guidelines as they become available.

CFOT uses plagiarism detection tools and faculty review to monitor appropriate AI use. Concerns will be addressed through established academic integrity procedures and may result in consequences, including a failing grade or disciplinary action.

Because AI technology continues to evolve, CFOT encourages ongoing conversation about this policy. Students are welcome to speak with faculty or administrators to ask questions or suggest updates, so the policy remains clear, fair, and aligned with CFOT's mission.

Special Considerations

Cadets may not use dictation tools to complete written assignments unless they have an approved academic accommodation.

Cadets are encouraged to turn on the Grammarly Authorship feature when submitting written work so their writing process can be shared with the instructor if needed.

Cadets enrolled in the ESL course may be allowed to submit assignments in their native language. In those cases, instructors may use the MS Word Translator to review the work in English.

Generative AI was used as an aid in the development

Hengeveld, Nick. *Biblegateway.com*. New York City: Harper Collins Press, 2008.

Copyright and Licensing

It is the responsibility of everyone to comply with copyright laws every time we copy, display, or perform someone else's work. This applies even if there is no copyright notice or author's name on the work, or if it has been publicly posted (e.g. on YouTube). This includes printing information from the internet, and adding recorded music to a presentation. Please refer to the Copyright and Licensing section of the Community Guidelines, for more information. It is the policy of the CFOT to comply with copyright law.

Turnitin

Turnitin is an educational resource by which cadets submit written assignments into their class portifolios. Turnitin's key features include plagiarism detection, AI content detection, and detailed originality reports, supporting academic integrity across our courses. For example, a good research paper should have a high percentage of matches because it should reflect a good amount of information from other sources, all properly cited. See Information Literacy in the Library section.

Instructors use Turnitin in different ways. Features they may use include grading, commenting and Grammar Check. Using Turnitin also avoids the difficulty of trying to get printed copies before class starts and identifies the exact time an assignment was submitted. If there are any questions about using Turnitin, contact your instructor immediately. Otherwise, difficulty with Turnitin will not be accepted as an excuse for an assignment being late.

Spanish as a Second Language (SSL)

The CFOT is aware that reaching others for Jesus in their own language is essential. This language course is designed to help future lieutenants develop skills in Spanish. English speaking cadets who already have some basic Spanish will be able to practice and acquire more conversational skills. This will give them the capacity to reach a growing minority within our territory. Spanish is offered as a non-credit course voluntarily to first year cadets during their Spring quarter in preparation for their Summer assignment. This course will prepare them to interact more confidently with Spanish speaking social services clients and corps members.

English as a Second Language (ESL)

The CFOT curriculum is designed to cultivate spiritual leadership for a multicultural world. The capacity for a bilingual/multilingual ministry is vital to reach the ever-increasing population of immigrant communities. During the academic year, beginning in the Fall term, multiple ESL courses are offered, one course focusing on conversational English with some grammar, the others more heavily focused on English grammar and writing skills. Depending upon progress, in the Winter term, additional courses may be offered for more and differing needs of cadets. Advanced students could elect to take English

Track in Spanish (TIS)

The goal of the Track in Spanish is to provide a program of study in a multicultural context, in accordance with the mission and purpose of Salvation Army training, which will meet the particular needs of Hispanic ministries in the USA Eastern Territory, as well as respond to the global Army vision and commitment to the salvation of the world.

Therefore, TIS is committed:

- To provide a program intended to develop and/or enhance knowledge, capabilities, spirit and character of Latin men and women called to officership.
- To provide a parallel course of study to ensure instruction in accordance with the National Curriculum Statement.
- To provide a well-rounded overall learning experience designed to foster personal growth, spiritual development and self-discipline as well as to expand ministry opportunities at the local and international level.
- To provide the opportunity to improve and/or gain vocabulary especially in Bible and doctrine, for teaching, serving and discipling multicultural congregations.

The particulars of the TIS program are as follows:

- Courses taught in Spanish are parallel to those in English (same content, same rigor, same course requirements). Administration courses are taught in English with bilingual faculty resources to assist in class.
- Courses in Spanish include culturally appropriate examples and current topics in preparation for and response to a fast-growing Hispanic community.
- CFOT community life is multicultural and multilingual, with English as the primary language of official communication.
- The Spanish Studies Coordinator selects a translation team each year consisting of bilingual officers and cadets. Translation into Spanish is provided for community gatherings, lectures and other on-campus public meetings. All material utilized must be submitted to the Coordinator at least 48 hours in advance for translation purposes.
- Cadets in the TIS are expected to gain knowledge of English and/or develop their bilingual potential by taking ESL, Administration courses, and participating in brigades and other campus programs in English.
- English language speakers who have proven written and verbal capacity in Spanish may elect to take some courses in Spanish. Those in the TIS have the opportunity to take courses in English when verbal and written capacity is demonstrated.

Additional Guidelines for English/TIS Collaboration

For every course that has a TIS equivalent, the course description, course objectives, assignments and syllabus should be the same—though in Spanish—as the one in English (understanding that the book reading will be different, especially if the English book is not available in Spanish). The course organizer should ensure that there is a close collaboration between the TIS instructor and the English track instructor. Dialog should occur early in the planning process to discuss books, syllabus, assignments, etc. to ensure that a parallel course of instruction is maintained. All notes, supplemental reading and PowerPoints should be shared well in advance to ensure that there is adequate time for translation. The grading rubric should be translated and posted in NEO.

Families in Training

Acknowledging that couples need to develop complementary skills in team ministry and that children need to be integrated into the CFOT experience, many opportunities are provided to discover, affirm, own and exercise appreciation for cultural differences, individual personalities and spiritual gifts within the family and community contexts.

Families may enjoy normal family life through shared mealtimes, devotional practices, worship experiences and the nurture of Christian values in daily life, whether in the home, in the childcare center, at school, or within the general CFOT environment.

The CFOT Campus Ministries Office assists cadet, staff and officer parents in the nurture of their children as disciples of Jesus Christ and soldiers of The Salvation Army by coordinating the planning and implementation of youth programs, recruiting and supervising group leaders and cultivating a pastoral relationship with each child.

Academic Freedom

The College for Officer Training seeks the union of sound learning and vital faith in a community of responsible freedom. Responsible academic freedom accepts and benefits from rigorous discussion but must remain true to the college's and The Salvation Army's mission. We mutually bear responsibility to affirm and represent The Salvation Army, the doctrines and principles of its historic mission, and the Christian ethic of holy love. All in this community are expected to serve in harmony with this tradition.

We believe that all truth is God's truth and that academic freedom supports this view by teaching, writing, and pursuing scholarship with discretion, integrity, and intellectual honesty. The curriculum as grounded in special revelation of scripture, allows freedom to draw upon the general revelation of the natural world through insights, interpretations, and applications of truth within the various areas of instruction.

Faculty are expected to be rigorous in their teaching, research, writing, and communication, constantly aware of the truths of their disciplines that reflect the overarching truths of the Scriptures. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

Faculty are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matters that have no relation to their subject.* Cadets are exposed to multiple perspectives and are taught tolerance and appreciation for views that differ from their own. Open dialogue, grounded in holy love, is encouraged in classes and brigades as an essential agency for meaningful learning.

We are a community of lifelong learners, called into pilgrimage and energized by a common story and vision rooted in Christ and His Kingdom as witnessed in the Scriptures.

*AAUP 1940 Statement of Principles on Academic Freedom and Tenure

Support for Academic Success

The library staff is available to help with completion of assignments and also for tutoring in how to use and cite resources and write a paper. Academic skills workshops are offered on topics such as study, reading and note taking, identifying the main point of a passage, and test taking.

Academic Accommodations

Section 504 of the Americans with Disabilities Act (ADA) ensures that students with special abilities have equal access to an education and benefits and services comparable to their peers. Documentation must be submitted to the college to provide a clear need for the requested accommodations.

The Education Officer will communicate with college faculty and help to make sure students are receiving the reasonable accommodations they may need. Cadets will need to request accommodations before the start of each quarter. These requests will be reviewed and sent to the Academic Review Board for consideration before being sent on to the Curriculum Director and Training Principal for approval and initiation.

Educational Technology Coordinator

The Educational Technology Coordinator maintains our learning management systems and educational apps like NEO, Turnitin, Orbund, Grammarly, Powtoon and will be available to present educational workshops.

Campus Closures

In case of a campus closure due to weather or other circumstances, classes will be conducted online through the designated technological platform. In the case of 8:25 a.m. class, if snow detail is called, the first hour of class will be recorded by the instructor and the cadet will be responsible to view at a later time.

2-hour Snow delay

When a 2-hour delay is in effect, the first two hours of classes will be held online. After that, parents will drop off children at Children's Ministry, and all cadets will attend their 10:30 a.m. classes in person.

CAMPUS LIFE

College for Officer Training Community Covenant & Vision Statement

The process of developing a "covenant that protects community" (Pursuing God's Will Together, Ruth Hailey Barton, Ch. 8) involves:

1. Finding ourselves in the biblical story
2. Clarifying that our values are coming from scripture — values we embrace together
3. Identifying spiritual practices that will help us live out those values

In response to the love of Christ, members of the College for Officer Training are committed to becoming "a community of the Spirit" (Philippians 2:1).

Our Community Covenant 2.0

SINCE WE ARE...
Spirit-filled Sons & Daughters (Acts 2:17)
Biblically-formed Servants (2 Timothy 2:15)
Becoming Holy Leaders (Numbers 14:24)
WE ARE DEVOTED TO...
Unity with one another
Godly love for one another
Building deep-spirited relationships

Foundational Text: Philippians 2:1-2 (The Message)

2[1-2] *If you've gotten anything at all out of following Christ,*
if his love has made any difference in your life,
if being in a community of the Spirit means anything to you,
if you have a heart, if you care— then do me a favor:
Agree with each other, love each other, be deep-spirited friends.

Goals for Campus Living and Climate

- To provide a Christian environment designed to foster personal growth and spiritual development.
- To identify and develop basic leadership characteristics leading to a clear identity as Salvation Army officers who minister as "holy leaders":
  - Exercising influence for transformation—the spiritual authority of Christ-likeness in themselves and others;
  - Providing compassionate care in pastoral and social services critical to all communities;
  - Becoming leaders of a different spirit through a holy lifestyle that will sustain one by cultivating a desire to be more like Jesus through his perfect example.
- To provide academic instruction in accordance with the National Curriculum Statement, providing effective tools for ministry and inculcating a desire for life-long learning.
- To provide practical field experience in Salvation Army ministry and procedures.
- To provide a comprehensive program of personal services including:
  - Health Care
  - Family Care
  - Adequate and appropriate housing
  - Nutrition and instruction in physical fitness
  - Official transportation
  - Individual counseling/mentoring
  - Time management
  - Personal and spiritual disciplines
  - Academic challenges

Colleges and universities are required by law to provide an adequate, safe, and secure campus for students, faculty, staff, and employees. To ensure this campus and our environment meet these requirements, a Campus Climate Survey should be administered every other year.

The Campus Climate survey was expanded to include all on Campus, not only students, in the latest iteration (Spring of 2024). As only students (Cadets) live 24/7 on campus, prior assessments of quality and perceived safety on campus life had only focused on this group. Employees, Faculty, Staff and Cadets were encouraged to answer the survey to increase the number of assessments and theoretically establish a more accurate representation for all. The total population of individuals in these groups on campus is approximately 80 to 90 (fluctuates day-to-day) and just over 55% completed and returned the survey.

As with the most recent prior survey (2021), over 85% of respondents reported their perceptions of "safety and security on campus" as "completely", with the remaining answering "at most times." Analyzing these data using a 4-point scale, as in previous years, yielded a score of 3.85 out of a 4.0 possible (when respondents are evaluating the question concerning perceptions of "completely safe and secure"), essentially replicating earlier administrations of the survey. Unfortunately, unlike the earlier years' experiences, a few minor thefts were reported; happily, no reports of harassment, stalking, abuse or violence were reported to the Administration.

Harassment, Discrimination & Assault in the CFOT Community

Acknowledging that racism, discrimination, gender bias, and sexual harassment are fundamentally incompatible with the Christian conviction that all people are made in the image of God and are equal in value, the College for Officer Training believes that the world is enriched by a diversity of cultures and ethnicities. The College for Officer Training firmly believes that racism, discrimination, gender bias, and sexual harassment are contrary to God's intention for humankind.

As a community of faith, The Salvation Army College for Officer Training is committed to equality, disavows discrimination, condemns sexual harassment, and affirms racial and gender diversity. Sorrow and repentance are needed for any negative legacy that past shortcomings have created. To this aim, the following grievance policy is in effect:

- Cadets who believe that they have been subject to unlawful discrimination, harassment of any form, or retaliation should submit a confidential written report to the Director or Associate Director of Personnel.
- The Director and/or Associate Director of Personnel will conduct an initial review of the complaint to gather sufficient information from the cadet to understand the nature of the complaint and to determine whether the alleged behavior violates this Policy. If the Director and/or Associate Director of Personnel determine that the alleged conduct violates this Policy, they will refer the matter to the Training Principal and/or the Assistant Training Principal for Administration for further review, action, and disciplinary steps as warranted.
- It should be noted, if any of the aforementioned positions are mentioned in the complaint, they will be excluded from the grievance process. If the Training Principal is mentioned in the complaint, the Chief Secretary of the USA Eastern Territory will be the final adjudicator.

For the full statement on these policies, refer to the Community Guidelines and the three S's Document (Security, Safety, and Sensitivity.)

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 everyone 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, to prevent potential, perceived harassment, exploitation and devaluing of one another. This policy addresses the process of a cooperative effort to avoid and minimize any harmful interaction of perceptions to each cadet, faculty member, and staff.

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 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.

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 an 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.

Finally, as required by New York State Education Law, added separate procedures for sexual harassment reporting and adjudication have been developed at the CFOT; a summary version of this important procedural process appears in the "Community Guidelines" for both the Sexual Harassment and the Discriminatory Harassment Policies (p 43-46). These policies also appear on the College website.

COLLEGE FOR OFFICER TRAINING
THE BRENGLE LIBRARY

HTTPS://EASTERNUSA.SALVATIONARMY.ORG/CFOT/BRENGLE-LIBRARY/

Brengle 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 its mission by

· providing access to key resources relating to Salvation Army ministry

· 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.

History

The library is named for Commissioner Samuel Logan Brengle, apostle of holiness. His personal library was donated to the training college (then in the Bronx) in 1936, after his death. When the archives and museum were separated from the library in the 1980s, Commissioner Brengle's library went to the museum at Territorial Headquarters, but his Order of the Founder medal and other objects are still on display along with rare Salvation Army books in the library conference room.

The Brengle Library today is built on the work of longtime librarian and former missionary, Major Lorraine Sacks. She saw the library through the move of the training college to Suffern in 1972, converted the collection to Library of Congress classification, and computerized the catalog and circulation.

The library settled in its present location in 1990. It was renovated and expanded in 2000 with the addition of the Susan E. Pichler Resource Center, which features a relaxing and elegant reading area just inside the glass entryway.

Suffern Free Library is just a few blocks away. The main reading room has a stained-glass window from the mansion that served as the training college from 1972 to 1990.

Staff and Hours

Jerry Graham, MLIS, Librarian

The library's aim is to have the library open at hours that are useful to facilitate study, assignment completion, devotion, and time management. Professional librarians provide full library service Monday-Friday, 8:30-4:00 all year, except for holidays.

When classes are scheduled: Librarians are on duty Monday-Thursday 8:00–9:00 and Friday 8:00-4:00.

Depending on the number of staff, a librarian may be on duty Saturday 8:30-4:00, and cadet workers may provide a more limited level of service Monday-Thursday evenings.

The library is never open on Sunday.

Resources

The collection supports the training mission, and emphasizes Bible, practical theology and The Salvation Army. The scope reflects both the range of Salvationist ministry and the various learning needs of the library's users. The collection focuses on providing an evangelical perspective, and insofar as possible a Wesleyan-holiness perspective, to ground lives in Christian faith and practice as well as scholarship. It also contains the best of a variety of perspectives to encourage common knowledge and critical thinking, and to prepare cadets to engage with the wider culture. The collection in Spanish seeks to be of sufficient depth and scope to support the Track in Spanish, while the collection in Korean supplements the English collection in core areas of Bible, theology and Salvationism.

Following the library's Collection development policy, the library seeks to be responsive to CFOT and Salvation Army initiatives and concerns, and welcomes recommendations, which are presented to the Library sub-committee

Resources are organized according to the Library of Congress classification system. Reference works are conveniently shelved with circulating books. There are almost 22,000 unique titles, of which 3,277 are in Spanish and 412 are in Korean (as of May 2024). These comprise books, audio-visual and media resources. Course reserves and syllabi are readily available in the library. The Salvation Army special collection includes rare books and electronic documents. A journal locator simultaneously searches for periodical titles that the library has in print (64), subscribes to through a database, or has found free online. The library's web page provides access to the journal locator and databases, which include OmniFile (academic) and ATLA/S (religion) with full text, the catalog, research guides, and full text Salvation Army resources. The library web page also has tutorials and up-to-date library information such as new books and hours. The library participates in document delivery and inter-library loan on a limited basis. Cadets are encouraged to also use the nearby Suffern Free Library.

Atmosphere

The Brengle Library is a quiet place to study, reflect, explore, and learn. Both wireless and wired network connections are available for users. Two library computers provide access to the catalog and databases. The library has study seating for 60, and sofas and chairs for relaxing. It has puzzles and coloring books~~,~~ and sells approved coffee mugs and used books. A book scanner, networked printers and other equipment are provided for the convenience of cadets. There are two individual study rooms and a group study room. It is very important to preserve the quiet atmosphere, since the library may be the only designated quiet space on campus. It is a place where protocols are based on mutual respect, kindness and good stewardship. See the *Community Guidelines*.

Information Literacy

Cadets are expected to produce written papers at a college level. More importantly, they should be developing habits of lifelong learning and professional communication and demonstrating the highest integrity in all their work. This includes using appropriate resources in research, and properly identifying the resources and incorporating the research into their work. Work that does not cite its sources opens itself to a charge of plagiarism. See "Academic Integrity."

The ability to access, evaluate, and use resources effectively and efficiently is called information literacy. According to the Association of College and Research Libraries, "Information literacy forms the basis for lifelong learning. It is common to all disciplines, to all learning environments, and to all levels of education. It enables learners to master content and extend their investigations, become more self-directed, and assume greater control over their own learning" ("Information Literacy" 2-3).

Collaboration is critical to achieving the library's mission. The library seeks to partner with faculty, cadets and other users as they develop their capacities to get the best results with the least stress.

Research - The key to research that is both effective and efficient is becoming an active participant in learning, rather than merely dependent on Google.

Citation - The two essential components to citation are distinguishing the parts of a paper that are based on research from the parts that are the writer's opinion and tracing the research-based information back to the resources that were used.

Support—Help is readily available in print, online, and in person. Topics include study skills, research, citation, writing, and completion of assignments. The library provides library orientation, online tutorials, subject and how-to guides, as well as individual assistance. Suggestions as to how library service can be improved are welcomed.

In everything, the library seeks to work collaboratively to model and promote the habits of head, heart, and hands that are essential to success in academics, Salvationist ministry and Kingdom life.

Works Cited

"Information Literacy Competency Standards for Higher Education." The Association of College and Research Libraries, 2000, www.ala.org/acrl/standards/informationliteracycompetency.

COLLEGE FOR OFFICER TRAINING FACULTY

Faculty Directory

Alex Castillo, Major, Associate Director of Mission & Ministry Training. Commissioned, 2009. A.O.S. College for Officer Training. Faculty, 2025-current.

Lorena Castillo, Major, Associate Director of Mission & Ministry Training. Commissioned, 2009. A.O.S. College for Officer Training. Faculty, 2025-current.

Chancelyne Decilian, Major, Mission and Ministry Training Officer, Commissioned, 2006, Caribbean Territorial Training College. Faculty, 2023-current.

Heather Green, Senior Director of Community Engagement, New Jersey Division. B.A. (Psychology), Montclair State University; M.S. (Social Work), University of Southern California. Faculty, 2021-current.

Elizabeth Guzman Rodriguez, Captain, Senior Home Officer. Commissioned, 2007 A.O.S. College for Officer Training; A.L.S. (Social Work), Colegio University. Faculty 2025-current.

Chastity Hansen, Captain, Spiritual Formation & Worship Coordinator. Commissioned, 2013. A.O.S., College for Officer Training; B.S. (Ministry Management), Asbury University; B.A. (Christian Ministries and Missions), Asbury University. Faculty, 2026-current.

Jospeh Hansen, Captain, Director of Business. Commissioned, 2013. A.O.S., College for Officer Training; B.S. (Exercise Science), Asbury University; M.B.A. (Non-Profit), Asbury University. Faculty 2026-current.

James LaBossiere, Lt. Colonel, Training Principal. Commissioned, 1985. B.S. (Community Ministry), Geneva College; M.S. (Organizational Leadership), Geneva College. Faculty, 2021-current.

Patricia LaBossiere, Lt. Colonel, Assistant Training Principal for Community Life, Commissioned, 1985. B.S. (Church Ministry & Management), Nyack College. Faculty, 2021-current.

Kenel Jean, Major, Assistant Personnel Director. Commissioned, 2006. Caribbean Territorial College. Faculty 2023-current.

Luis Merced, Captain, Education Officer. Commissioned, 2007. B.S. (Electronic Technology), Colegio University; M.B.A., Alliance University; M.A. (Ministry)m Luther Rice Seminary; D.Min (Advanced Expository Preaching), Grace Theological Seminary. Faculty, 2025-current.

Kimisha Marshall, Captain, Personnel Officer. Commissioned, 2017. B.S. (Ministry Management), Asbury University. Faculty, 2023-current.

Pamela Maynor, Major, Director of Personnel. Commissioned, 2007. B.Prim.Ed

(Primary Education), University of the Witwatersrand. Faculty, 2023-current.

Keith Maynor, Major, Assistant Training Principal for Administration. Commissioned, 2007. B.A. (Philosophy), University of Cincinnati; M.A. (Strategic Communication & Leadership), Seton Hall University; D.S.L. (Strategic Leadership), Regent University. Faculty, 2023-current.

Jairo Ramirez, Major, Home Officer. Commissioned, 2000.

Raquel Ramirez, Major, Spanish Studies Coordinator. Commissioned, 2000. B.A. (Psychology), Autonomous University of Santo Domingo; Post Graduate Family Therapy, Catholic University Santo Domingo. Faculty, 2015-current.

Christian Riesebieter, Music Director. B.Mus. (Music), Boston Conservatory; M.M. (Music), Azusa

Pacific University. Faculty, 2018-current.

Renato Sarmiento Fernandez, Lieutenant, Curriculum Officer Spanish Track, Commissioned, 2021. B.S. (Biblical Studies), Flet University; M.A. (Biblical Studies), JO.C.U.P. University. Faculty, 2024-current.

Lorena Simmonds Lance, Accreditation and Research Manager. B.Mus. (Music), McMaster University; B.Ed. (Music & English), University of Western Ontario; M.P.S. (Christian Education), Alliance Theological Seminary. Certificate TESOL (Teaching English to Speakers of Other Languages), ITTT. Faculty, 2016-current.

Joshua Simpson, Major, Curriculum Officer. Commissioned, 2005. B.S. (Behavioral Science), Penn State University; M.A. (Church History), Gordon Conwell Theological Seminary; D.Min. (Faith, Work, Economics), Asbury Theological Seminary. Faculty, 2013-current.

Gordon Sparks, Envoy, Curriculum Staff. Commissioned, 1994. B.A. (Anthropology), Wheaton College; M.Div (Urband Ministry), Asbury Theological Seminary. Faculty, 1996-2007, 2024-current.

Evelyn I. Stickland Monroe, Registered Nurse. B.S. (Biology), Gordon College; B.S.N. (Nursing), Thomas Jefferson University; M.S.N. (Nursing, Nurse Practitioner), University of Southern Maine. Faculty, 2018-current.

Mark Tillsley, Commissioner, Senior Instructor. Commissioned, 1987. B.A. (Psychology/Sociology), Fordham University; M.S. (Social Work), Columbia University; Ph.D. (Education Administration & Policy), Fordham University. Faculty, 2000-2006, 2021-current.

Alexander Vargas, Captain, Personnel Officer. Commissioned, 2019. A.O.S., College for Officer Training. Faculty 2025-current.

Olga L. Vargas, Captain, Personnel Officer. Commissioned, 2019. A.O.S., College for Officer Training. Faculty 2025-current.

Yoelicet Vega Fajardo, Lieutenant, Mission and Ministry Training Officer, Commissioned, 2021. A.A.S., College For Officer Training, Faculty, 2024-current.

Chakanaka Watch, Captain, Personnel Officer. Commissioned, 2015. B.S. (Ministry Management), Asbury University. Faculty, 2024-current.

Emeline Watch, Captain, Director of Curriculum. Commissioned, 2015. B.S. (Psychology), University of Zimbabwe; M.S. (Guidance and Counseling), College of New Rochelle; Ed.D. (Leadership & Professional Practice), Trevecca Nazarene University, Faculty, 2021-2022, 2024-current.

INDEX

Academic Accommodations 45
Academic Attendance Policies Standards & Expectations 40
Academic Freedom & Responsibility 46
Academic Integrity 42
Academic Policies 34
Academic Probation 39
Academic Warning 38
Accreditation — Associate in Applied Science 8
Additional Enrollment 40
Admission to the College 6
Areas of Instruction 17
Army Essentials I & II 9
Assignment Deadlines for All Absences 41
Associate in Applied Science Degree 33
Awarding of Degrees 39
Brengle Library 53
Cadetship 6
Cadet Grievance Policy 50
Cadets-on-the-Field 36
Calendar of Events 14
Campus Closures 47
Class Attendance 41
Class Lateness 42
Classroom Behavior 34
Code of Conduct 8
College Certification 9
Community Calendar 33
Community Covenant 49
Continuing Education and Articulation Agreements 9
Copyright & Licensing 44
Cost of Training 7
Course Descriptions 23
    Administrative Studies 23
    Biblical Studies 24
    General Education Studies 25
    Mission & Ministries Studies 27

Supervised Ministry Studies 29
Theological Studies 31
Course of Study
Proclaimers of Transformation 19
Keepers of the Covenant 21
Daily Schedule 16
Education Technology Coordinator 47
English as a Second Language 43
English Enrichment Class 40
Faculty Directory 56
Failed Assignments 37
Families in Training 45
Goals for Campus Living & Climate 48
Governance 12
Grades and Grade Points 34
Harassment, Discrimination & Assault in the CFOT Community 49
History 10
Independent Study & Transfer of Learning 40
International Certificate of Training 8
International Students 7
Laptop Computers 34
Late Assignments 38
Make-up Examinations 38
Map 11
Mission Statement 5
Purpose of the Curriculum Department 33
Reading and Written Assignments 38
Remediating a Grade of “F” or Raising a GPA Below 2.0 37
Spanish as a Second Language 44
Standards & Expectations 33
Statement of Faith 5
Strategic Oversight Council 12
Support for Academic Success 46
Track in Spanish 45
Transcripts 9
Turnitin 44
Viewing of Classes 35