

**The Salvation Army  
College for Officer Training  
USA Eastern Territory  
Suffern, New York**

**2018-2019**



**CATALOG**



# **Welcome to The Salvation Army College for Officer Training**



**USA Eastern Territory  
Suffern, New York**

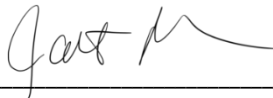


**Submitted by:**

Major Eva R. Geddes, D.Min.  
Director of Curriculum

Major Heather Garrett, M.S. Ed.  
Education Officer

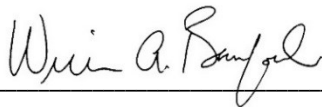
**Approved by:**



\_\_\_\_\_  
Training Principal

August 25, 2018

Date



\_\_\_\_\_  
Territorial Commander

August 25, 2018

Date





# THE SALVATION ARMY

FOUNDED IN 1865 BY WILLIAM AND CATHERINE BOOTH

## COLLEGE FOR OFFICER TRAINING

201 LAFAYETTE AVENUE  
SUFFERN, NY 10901-4798  
TELEPHONE (845) 357-3501  
FAX (845) 357-6644

August 2018

Welcome to the College for Officer Training (CFOT) in Suffern, New York! The training of officers in the United States began in New York in 1882, the first such home or training “garrison” being in Brooklyn and this college has continued to set a high standard of excellence for nearly one-hundred and thirty years.

The CFOT exists to develop Salvation Army officers of such “Blood and Fire” spirit that they will be enabled to sustain and advance the mission and purposes of The Salvation Army. The training and education that you will receive here will help create a foundation for ministry and continual skill development in preparation for engagement in the mission of The Salvation Army.

The College for Officer Training is accredited by the New York State Board of Regents. This accreditation ensures that the college is meeting the established standards of academic excellence. As an institution of higher education, the CFOT seeks to integrate knowledge and practice related to our mission and to give our cadets the ability, through a quality education, to develop ethical, intellectual, social and spiritual values. Cadets who successfully complete the two year program of study receive an Associate of Applied Science degree.

Our goals are to provide a disciplined Christian environment designed to foster personal growth and maturity, self-discipline; and to develop in you, basic leadership characteristics and a clear sense of identity as Salvation Army officers. Our program seeks to produce officers who would *know God, know themselves and know their mission*.

I encourage you to enter into your training experience ready to, “do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth” (2 Timothy 2:15).

God bless you!

Sincerely yours,

Colonel Janet Munn  
TRAINING PRINCIPAL



## **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 innocence, 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**

As outlined in *The National Statement of Training Goals*, the College for Officer Training Mission is to produce Salvation Army officers who:

1. **Know God**, evidenced by holiness of heart, purity of life, prayer, witness, service, sacrifice, nobility of character and quality of living.
2. **Know themselves**, their strengths and how to direct them, their weaknesses and how to overcome them, their potentials and how to develop them.
3. **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.

The ultimate goal of Salvation Army officer training is to develop officers of such "Blood and Fire" spirit that they will be able to sustain and advance the mission of The Salvation Army.

### ***CADETSHIP***

A "cadet" is a Salvationist 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 (F1 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.

### ***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.
- 4) 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 - ASSOCIATE IN APPLIED SCIENCE***

The College for Officer Training is institutionally accredited by the New York State Board of Regents and the Commissioner of Education acting under their standing as a nationally recognized accrediting agency. The Office of College and University Evaluation can be contacted as the accrediting agency at:

Office of College and University Evaluation  
Education Building Annex, Room 979 EBA  
89 Washington Avenue  
Albany, NY 12234  
Phone (518) 474-1551  
Fax (518) 486-2779

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").

#### **College Information:**

Program Title: Associate in Applied Science; Salvation Army Officer Training

HEGIS Code: 5502

Retention date for matriculated students/cadets: 94.0% over years 2009 to present

Graduation "on-time" data for cadets: 92.3% over last 7 years (2010-2016)



### ***COLLEGE CERTIFICATION***

College certification includes licensing by the New York State Board of Regents as a specialized institution of higher education under Section 52.22 of the State Education Law.

The College is qualified to train veterans and other eligible persons under the provision of Public Law #92-540 of the G.I. Bill of Rights.

The Salvation Army College for Officer Training holds applicant status with the Association for Biblical Higher Education Commission on Accreditation, 5850 T. G. Lee Blvd., Ste. 130, Orlando, FL 32822, 407.207.0808. Applicant status is a pre-membership status granted to those institutions that meet the ABHE Conditions of Eligibility and that possess such qualities as may provide a basis for achieving candidate status within five years.

The College is also a member of the Association of Business Administrators for Christian Colleges.

### ***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 continue to strengthen the friendly and mutually cooperative relationship through creation of a program of study for the completion of a Bachelor's degree at AU for officers of The Salvation Army, U.S.A. Eastern Territory. Salvation Army College for Officer Training (CFOT) graduates, through a cooperative agreement, by including the usage of the previously completed credits at CFOT, will seek to obtain the Bachelor of Science in Non-Profit Administration (Ministry Management) degree at AU through further course work. 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 Salvation Army directly applicable learning outcomes and objectives, provided by qualified AU instructors and Salvation Army consultants, at an accredited university. All credits satisfactorily completed at CFOT will be accepted as partial fulfillment of the 124 semester credits required to complete the AU Bachelor's degree. The degree is designed such that it will be normally completed within the first five years of officership.

The CFOT further maintains formal Articulation and Teach-out agreements with Nyack College, New York, and Nazarene Bible College, Colorado. Additionally, formal Articulation agreements are maintained with Houghton College, New York, and the Inter American University of Puerto Rico.

### ***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.



## ***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 reaccruited by the New York State Board of Regents beginning in January 2015, for a continuing period of seven years.

The thirty 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 3<sup>rd</sup> 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.







## GOVERNANCE

The Salvation Army College for Officer Training in the USA Eastern Territory is governed by the Board of Trustees of the Corporation; this is the final fiduciary, approval and oversight function for the College. As this group has these responsibilities for all Salvation Army personnel, units and operations in the thirteen Northeastern United States and the territory of Puerto Rico, it has ceded academic oversight and authority to the Academic Oversight Advisory Council.

### ACADEMIC OVERSIGHT ADVISORY COUNCIL

The purpose of the Council is to advise, improve and support the quality of Salvation Army officer training by:

- 1) To aid The Salvation Army in interpreting its officer training and education programs to the communities of the USA Eastern Territory.
- 2) To interpret to the above communities the needs, attitudes and opinions expressed by The Salvation Army's Board of Trustees; and,
- 3) To monitor and oversee the curriculum and faculty appointments at the College for Officer Training.

The Academic Oversight Advisory Council will discharge its responsibilities such that the College will maintain and strengthen its educational programs, as prescribed in the approval received from The New York State Board of Regents and Commissioner of Education (as a nationally recognized accrediting agency). The Council's minutes and recommendations are forwarded and approved by the Board of Trustees.

### ACADEMIC OVERSIGHT ADVISORY COUNCIL MEMBERS

Colonel Kenneth O. Johnson, **Chairman** (B.S.)  
*USA East Chief Secretary*

Major Jongwoo Kim, **Secretary** (M.Div.)  
*Assistant Training Principal for Administration*

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

Cadet Betty Ellen Barrett  
*Cadet Representative*

Dr. William Descoteaux (Ph.D.)  
*Wilmore, Kentucky*

Major Eva R. Geddes (D.Min.)  
*Director of Curriculum*

Dr. Roger J. Green (Ph.D.)  
*Wenham, Massachusetts*

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

Major Richard Lopez  
*Candidates' Secretary*

Major Robin R. Lyle (D.Min.)  
*Territorial Education Secretary*

Major Silvia N. Machado  
*Director of Field Training & Evangelism*

Major Jorge Marzan  
*Divisional Commander, Southern New England*

Colonel Janet Munn (D.Min.)  
*Training Principal*

Dr. Delia Nüesch-Olver (Ph.D.)  
*Miami Beach, Florida*

Major Lydia L. Pearson (M.A.)  
*Bridgeport, Connecticut*

Major Alberto Suarez (B.A.)  
*Director of Personnel*

Commissioner (Dr.) Kay Rader, RET. (D.D., L.H.D.)  
*Lexington, Kentucky*

Dr. Jonathan Raymond (Ph.D.)  
*Wilmore, Kentucky*

Dr. Michael G. Scales (Ed.D.)  
*Nyack, New York*

Lt. Colonel Ruth A. Stoneburner (B.S.)  
*Territorial Secretary for Personnel*

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



# **Calendar Program of Study Course Descriptions**





## **CALENDAR OF EVENTS 2018 - 2019**

(Subject to Change)

### ***Fall Quarter***

**September 4 - November 8, 2018**

#### ***August***

- 27 Arrival of “Messengers of Compassion”
- 28 Arrival of “Messengers of the Kingdom”
- 28 Welcome Picnic
- 29-31 Orientation/Testing

#### ***September***

- 2 Family Welcome Sunday
- 3 Labor Day
- 4 Classes Begin
- 6 Welcome Dinner
- 7 Welcome of Cadets
- 9 Spiritual Day with Training Principal
- 16 Session Retreats
- 23 Spiritual Day with Territorial Commander
- 30 Field Training Brigade Sunday

#### ***October***

- 6-8 Long Free Weekend - Columbus Day
- 14 Field Training Brigade Sunday
- 21 Soldiering Sunday
- 28 Field Training Brigade Sunday

#### ***November***

- 4 Spiritual Day with Chief Secretary
- 9 Missiology Lectures
- 11 Missiology Sunday—Captain Marion Platt
- 18 Thanksgiving Family Worship Sunday
- 22 Thanksgiving
- 24 Winter Assignments begin (MOC - ends Dec. 23)
- 25 Church Observation Sunday

#### ***December***

- 2 Soldiering Sunday
- 9 Christmas Family Worship Sunday & Banquet (with TC and Cabinet)
- 16 Family Worship (1<sup>st</sup> year only)
- 23 Family Worship (1<sup>st</sup> year only)
- 23 - Jan. 2 Christmas Recess



***Winter Quarter***  
***January 3 - March 15, 2019***

***January***

- 6 Spiritual Day with Training Principal
- 8-10 Territorial Officer's Retreat - Ruth Haley Barton
- 13 Field Training Brigade Sunday
- 19-21 Long Free Weekend - Martin Luther King Jr. Day
- 25 Prayer Seminar – Kate Burgmayer Luse
- 27 Prayer Seminar Sunday - Kate Burgmayer Luse

***February***

- 2-3 Candidates' Seminar
- 10 Field Training Brigade Sunday
- 16-18 Long Free Weekend– Presidents' Day
- 19-20 Winter Break
- 24 Spiritual Day with Chief Secretary

***March***

- 3 Soldiering Sunday
- 10 Field Training Brigade Sunday
- 17 Spiritual Day with Territorial Commander
- 24 Family Worship – Campaign Send Off
- 25-Apr.1 Spring Campaign

***Spring Quarter***  
***April 4 - June 6, 2019***

***April***

- 2-3 Spring Break
- 12-14 Holiness Seminar – Dr. Dan Boone
- 14 Holiness Seminar Sunday
- 21 Easter Family Worship Sunday
- 22-23 Easter Break
- 28 Field Training Brigade Sunday

***May***

- 5 Spiritual Day with Training Principal
- 12 Field Training Brigade Sunday
- 19 Kensico Service
- 26 Soldiering Sunday
- 27 Memorial Day

***June***

- 2 Session Retreat
- 9 MOK Family Worship/MOC Covenant Service/Luncheon
- 14 Commencement
- 16 Ordination/Commissioning Sunday
- 18-Aug.12 Summer Assignment (MOK)



## ***ACADEMIC PROGRAM AND CLASSES***

The College for Officer Training offers coursework on a modified quarter academic schedule; classes run for three ten-week sessions, and one two-week winter term course (November Intensive). The calendars and schedule of classes are prepared by the Education Officer and the Registrar and are approved by the Executive Council. Course scheduling is subject to change from year to year.

### **DAILY SCHEDULE**

#### ***Monday - Friday***

	<u>From</u>	<u>To</u>	
<b>Morning</b>	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
<b>Afternoon</b>	1:30	2:20	Community Gatherings
	2:30	3:20	Fifth Class Period
	3:30	4:20	Sixth Class Period
<b>Evening</b>	5:30	8:00	Campus Ministries, as scheduled

#### ***Saturday***

Saturday is usually a Sabbath. 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.
- Field Training Sundays are days when cadets are conducting meetings at Salvation Army corps and institutions.
- Family Worship Sundays provide the opportunity for the entire CFOT community to gather for worship.



## ***AREAS OF INSTRUCTION***

### **Code:**

Letters: area of study.

First number: year of study (1xx, 2xx), or Independent Studies or Electives (3xx).

Last two numbers: course of study.

### ***Administration Studies***

AD101	Leadership Formation & Personal Development
AD201	Principles of Finance
AD202	Corps Financial Management
AD203	Salvation Army Administration - Policies, Procedures & Practices
AD204	Salvation Army Administration - Community Relations Development (Intensive)
AD205	Salvation Army Administration - Human Resource 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	First Year Seminar
GE103	ESL (English as a Second Language)
GE104	ESL
GE105	ESL
GE106	Introduction to Public Communications
GE110	Teaching & Learning
GE111	Introduction to Psychology
GE112	Topics in Psychology
GE114	Introduction to Psychological Counseling
GE203	ESL
GE204	ESL
GE205	ESL



### ***Mission and Ministries***

ME101	Evangelism & Missiology
ME104	Music and Creative Arts
ME109	Spiritual Formation I
ME110	Homiletics I
ME111	Worship (Intensive)
ME112	Homiletics II
ME113	Programming for Missions & Ministry - Youth & Adult
ME204	Music and Creative Arts
ME208	Approaches to Faith-Based Counseling
ME209	Spiritual Formation II
ME213	Homiletics III
ME214	Homiletics IV
ME215	Salvation Army Social Service Ministry Survey (2019 only)
ME216	Introduction to Salvation Army Social Service Ministry Administration (2020)
ME300	Mission & Ministry Elective
ME310	Independent Studies in Mission & Ministry

### ***Music and Creative Arts Instruction Options:***

Brass (Beginner)	Drama
Brass (Intermediate)	Guitar
Cadet Band	Piano Lab
Cadet Chorus	Private Piano
Dance	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
TS204	Ethics
TS300	Theology Elective
TS310	Independent Studies in Theological Studies



**PROGRAM OF STUDY for Messengers of Compassion**  
**2017-2019**  
**First Year**

<i>Fall Quarter</i>		<i>Credits</i>
BS101	Biblical Interpretation	2.0
BS102	Biblical Literature - Old Testament I	3.0
TS101	Doctrine of The Salvation Army I	2.0
ME109	Spiritual Formation I	2.0
ME101	Evangelism & Missiology	2.0
GE100	Critical Reading, Writing and Communication Strategies	1.0
GE110	Teaching & Learning	2.0
SM101	Field Training	1.0
<b>TOTAL</b>		<b>15.0</b>
 <i>Winter Quarter</i>		
ME111	Worship ( <i>November Intensive</i> )	2.0
BS103	Biblical Literature - Old Testament II	3.0
TS102	Doctrine of The Salvation Army II	2.0
ME110	Homiletics - Expository Preaching	2.0
GE111, GE112	Introduction to Psychology <b>OR</b> Topics in Psychology	2.0
ME113	Programming for Missions & Ministry - Youth & Adults	3.0
SM102	Field Training	1.0
<b>TOTAL</b>		<b>15.0</b>
 <i>Spring Quarter</i>		
BS104	Biblical Literature - Old Testament III	3.0
TS103	Doctrine of The Salvation Army III	2.0
TS104	Church History	2.0
AD101	Leadership Formation & Personal Development	2.0
ME112	Homiletics - Topical Sermon / Genre	2.0
ME206	Community & Social Service Ministry Applications	2.0
SM104	Field Training	1.0
<b>TOTAL</b>		<b>14.0</b>
SM103	Field Training - Spring Campaign	1.0
ME104	Music and Creative Arts	1.0
SM105	Field Training - Summer Internship	4.0
<b>TOTAL</b>		<b>6.0</b>
<b>Total First Year</b>		<b>50.0</b>



**PROGRAM OF STUDY for Messengers of Compassion**  
**2017-2019**  
**Second Year**

<i>Fall Quarter</i>		<i>Credits</i>
BS201	Biblical Literature - New Testament I	3.0
TS201	Doctrine of The Salvation Army IV	2.0
ME213	Homiletics III	2.0
ME208	Approaches to Faith Based Counseling	2.0
TS202	Salvation Army History	2.0
ME209	Spiritual Formation II	2.0
SM201	Field Training	1.0
<b>TOTAL</b>		<b>14.0</b>
<i>Winter Quarter</i>		
AD204	Salvation Army Administration - Community Relations Development (November Intensive)	2.0
BS202	Biblical Literature - New Testament II	3.0
ME214	Homiletics IV	2.0
	Electives	2.0
AD201	Principles of Finance	2.0
AD205	SA Administration - Human Resources Management	2.0
SM203	Field Training	1.0
<b>TOTAL</b>		<b>14.0</b>
<i>Spring Quarter</i>		
BS203	Biblical Literature - New Testament III	3.0
TS204	Ethics	2.0
AD202	Corps Financial Management	2.0
AD203	Salvation Army Administration - Policies, Procedures & Practices	2.0
ME215	Salvation Army Social Service Ministry Survey (2019 only)	1.0
GE106	Introduction to Public Communications (2019 only)	1.0
SM205	Field Training	1.0
<b>TOTAL</b>		<b>12.0</b>
SM202	Field Training - Christmas Assignment	2.0
SM204	Field Training - Spring Campaign	1.0
ME204	Music and Creative Arts	1.0
<b>TOTAL</b>		<b>4.0</b>
<b>Total Second Year</b>		<b>44.0</b>
<b>TOTAL CREDITS (two years)</b>		<b>94</b>
		<b>19</b>



***PROGRAM OF STUDY for Messengers of the Kingdom***  
**2018-2020**  
**First Year**

<b><i>Fall Quarter</i></b>		<b><i>Credits</i></b>
BS101	Biblical Interpretation	2.0
BS102	Biblical Literature - Old Testament I	3.0
TS101	Doctrine of The Salvation Army I	2.0
ME109	Spiritual Formation I	2.0
ME101	Evangelism & Missiology	2.0
GE100	First Year Seminar	1.0
GE110	Teaching & Learning	2.0
SM101	Field Training	1.0
<b>TOTAL</b>		<b>15.0</b>
<b><i>Winter Quarter</i></b>		
ME111	Worship ( <i>November Intensive</i> )	2.0
BS103	Biblical Literature - Old Testament II	3.0
TS102	Doctrine of The Salvation Army II	2.0
ME110	Homiletics I	2.0
GE114	Introduction to Psychological Counseling	2.0
ME113	Programming for Missions & Ministry - Youth & Adults	3.0
SM102	Field Training	1.0
<b>TOTAL</b>		<b>15.0</b>
<b><i>Spring Quarter</i></b>		
BS104	Biblical Literature - Old Testament III	3.0
TS103	Doctrine of The Salvation Army III	2.0
TS104	Church History	2.0
AD101	Leadership Formation & Personal Development	2.0
ME112	Homiletics II	2.0
GE106	Introduction to Public Communications	1.0
SM104	Field Training	1.0
<b>TOTAL</b>		<b>13.0</b>
SM103	Field Training - Spring Campaign	1.0
ME104	Music and Creative Arts	1.0
SM105	Field Training - Summer Internship	4.0
<b>TOTAL</b>		<b>6.0</b>
<b>Total First Year</b>		<b>49.0</b>



***PROGRAM OF STUDY for Messengers of the Kingdom***  
**2018-2020**  
**Second Year**

<b><i>Fall Quarter</i></b>		<b><i>Credits</i></b>
BS201	Biblical Literature - New Testament I	3.0
TS201	Doctrine of The Salvation Army IV	2.0
ME213	Homiletics III	2.0
ME208	Approaches to Faith Based Counseling	2.0
TS202	Salvation Army History	2.0
ME209	Spiritual Formation II	2.0
SM201	Field Training	1.0
<b>TOTAL</b>		<b>14.0</b>
<b><i>Winter Quarter</i></b>		
AD204	Salvation Army Administration - Community Relations Development (November Intensive)	2.0
BS202	Biblical Literature - New Testament II	3.0
ME214	Homiletics IV	2.0
	Electives	2.0
AD201	Principles of Finance	2.0
AD205	SA Administration - Human Resources Management	2.0
SM203	Field Training	1.0
<b>TOTAL</b>		<b>14.0</b>
<b><i>Spring Quarter</i></b>		
BS203	Biblical Literature - New Testament III	3.0
TS204	Ethics	2.0
AD202	Corps Financial Management	2.0
AD203	Salvation Army Administration - Policies, Procedures & Practices	2.0
ME216	Introduction to Salvation Army Social Service Ministry Administration	3.0
SM205	Field Training	1.0
<b>TOTAL</b>		<b>13.0</b>
SM202	Field Training - Christmas Assignment	2.0
SM204	Field Training - Spring Campaign	1.0
ME204	Music and Creative Arts	1.0
<b>TOTAL</b>		<b>4.0</b>
<b>Total Second Year</b>		<b>45.0</b>
<b>TOTAL CREDITS (two years)</b>		<b>94</b>



## **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**

Chair, Major Ronald L. Starnes, 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 all available resources, earn community trust and respect, work well in co-operation with others, be guided by Salvation Army policies and procedures, demonstrate skills in utilizing advisory organizations, mass media and funding sources and evidence Christian character.*

#### **AD101 Leadership Formation & Personal Development**

A foundational class with an emphasis on the spiritual nature of leadership and the fundamental principles essential for effective leadership. Course will include an overview of organizational and leadership theory, team building, effective goal setting, personal management, planning and organizing. *Spring, 2 credits*

#### **AD201 Principles of Finance**

An introduction to Salvation Army fiscal policies and procedures along with a review of basic financial functions required for corps financial management. *Winter, 2 credits*

#### **AD202 Corps Financial Management**

A study of principles of accounting and fiscal stewardship with emphasis on accountability for management of Salvation Army funds, financial reporting and budgeting. Includes an introduction to computerized accounting software. *Spring, 2 credits*

#### **AD203 Salvation Army Administration - Policies, Procedures & Practices**

This course will focus on the organizational structure and policies of The Salvation Army. Cadets will examine the Minute Book (policy manual), including issues related to risk management, property and legal matters. An overview of corps administration, including pastoral care and corps councils will be included. Important documents associated with weddings, funerals, dedications and other ceremonies conducted by officers will be reviewed. *Spring, 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. *November Intensive, 2 credits*



**AD205 Salvation Army Administration - Human Resource Management**

This course will cover all aspects related to the recruitment, training and retention of employees, volunteers and local officers in the corps. *Winter, 2 credits*

**AD300 Elective**

**AD310 Independent Study in Administration**



## **Biblical Studies Division**

Chair, Captain Joshua Simpson, M.A.

**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. *Fall, 2 credits*

### **BS102 Biblical Literature—Old Testament I**

This course will survey the Old Testament books of the *Torah* (Genesis, Exodus, Leviticus, Numbers and Deuteronomy) and pre-Kingdom Israel (Joshua, Judges, Ruth) emphasizing cultural-historical-literary-theological contexts and themes. *Fall, 3 credits*

### **BS103 Biblical Literature—Old Testament II**

A focus on the monarchy and the Divided Kingdom will provide a coherent historic, prophetic and cultural perspective on the pre-exilic Hebrew nation through the study of selected books of the *Nevi'im* section of the Hebrew *Tanakh*. *Winter, 3 credits*

### **BS104 Biblical Literature—Old Testament III**

Books of the Major and Minor Old Testament Prophets and the remaining books of the Kethuvim section of the Hebrew *Tanakh* (Job, Psalms, Proverbs and Song of Songs) will help us identify and acknowledge a more coherent historic, prophetic and cultural perspective of the pre- and post-exilic Hebrew nation. *Spring, 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 through out 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. *Fall, 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. *Winter, 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. *Spring, 3 credits*

**BS300 Elective**

**BS310 Independent Study in Biblical Studies**



## **General Education Studies Division**

Chair, Major Heather Garrett, M.S.Ed.

***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. 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 First Year Seminar**

Develop foundational classroom, study and office skills to maximize focus as a cadet and officer. Class topics center on library research skills, writing papers in APA format, developing skills for effective writing, focusing on goals through effective use of a calendar and project tools, and employing standard digital resources in the class and corps. *Fall, 1 credit*

### **GE103 English as a Second Language (ESL)**

Instruction and practice in oral and written English for students whose native language is other than English. Beginner level. *Fall, Pass/Fail*

### **GE104 English as a Second Language (ESL)**

Instruction and practice in oral and written English for students whose native language is other than English. Mid Level. *Winter, Pass/Fail*

### **GE105 English as a Second Language (ESL)**

Instruction and practice in oral and written English for students whose native language is other than English. Advanced Level *Spring, Pass/Fail*

### **GE106 Introduction to Public Communications**

This course is an introduction to speech communication, emphasizing the practical skill of public speaking by exploring basic techniques for effective content, organization, delivery, and audience analysis. *Spring, 1 credit*

### **GE110 Teaching & Learning**

A study of the life-long process of human learning, the principles and practice of teaching in diverse ministry settings and the design of educational programs for corps-congregation and community. The course will examine works on the developmental maturation of learning and the different approaches to teaching, as well as different styles of learning. Applications of materials examined will focus on creative biblical teaching. *Fall, 2 credits*



**GE111 Introduction to Psychology**

A broad survey of the research, theories and applications from the study of human behavior to understanding, counseling, and serving people. This is intended for students as a first course in psychology. *Winter, 2 credits*

**GE112 Topics in Psychology**

A survey of theories and studies within the field of psychology in topics further applicable to understanding, counseling, and serving people with emphasis on those from differing cultural and social groups. This course is specifically intended for those students who have successfully mastered an introductory college course in psychology. *Winter, 2 credits*

**GE114 Introduction to Psychological Counseling**

A survey of theories and studies within the field of psychology in topics critical and applicable to understanding, counseling and serving people from differing cultures, ages and genders. This course is specifically intended for those students who seek to serve as counselor and support in faith-based ministerial roles. *Winter, 2 credits*

**GE203 English as a Second Language (ESL)**

Instruction and practice in oral and written English for students whose native language is other than English. Beginner Level. *Fall, Pass/Fail*

**GE204 English as a Second Language (ESL)**

Instruction and practice in oral and written English for students whose native language is other than English. Mid Level. *Winter, Pass/Fail*

**GE205 English as a Second Language (ESL)**

Instruction and practice in oral and written English for students whose native language is other than English. Advanced Level. *Spring, Pass/Fail*

**GE300 Elective**



## **Mission & Ministry Studies Division**

Chair, Major David E. Payton, M.A.

**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 Training 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 & Missiology**

A study of the theology and practice of evangelism and discipling stressing principles and techniques of lifestyle evangelism, small group development and implementation strategies in corps settings. Also provides an introduction to the concept of *mission Dei* by exploring the biblical, historical and theological supporting evidence. Students will be introduced to the components of Missiology (God's Word, ecclesia, personal spiritual journey and global context) that will foster an integrated understanding of mission and its relationship to Christian ministry. *Fall, 2 credits*

### **ME104/204 Music and Creative Arts Instruction Options:**

#### **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.

#### **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.

#### **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.

#### **Dance**

This course involves learning how to direct or support a dance program in corps. Emphasis will be placed on dance fundamentals used in ballet, jazz, lyrical contemporary, and hip-hop styles and the skills needed to create a ministry through dance.

#### **Drama**

This course involves learning how to direct or support a dramatic arts program in the corps. This includes the preparation and performance of dramatic presentations for use in worship and evangelism as well as leadership development in directing, providing the skills needed to create a ministry through the dramatic arts.

#### **Guitar**

Beginning 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.

### **Timbrels**

This course involves learning how to interpret timbrel symbols and drills. This includes learning to select appropriate music and writing drills for use in Salvation Army meetings. This course will also provide skills to begin a timbrel brigade in the corps.

*Fall, Winter, & Spring, 1 credit/year*

### **ME109 Spiritual Formation I**

The purpose of this course is for cadets to know, by personal experience, the various freedoms that come from the regular use of the disciplines. This course serves as a joyful 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) *Fall, 2 credits*

### **ME110 Homiletics I**

This introductory course builds upon the foundation learned in Biblical Interpretation. This course is designed to equip cadets to prepare and deliver expository sermon writings based on the Gospels. 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). *Winter, 2 credits*

### **ME111 Worship**

An introduction to the theology and design of corporate worship, with particular attention to simplicity, sensitivity, continuity, creativity, unity and diversity. An additional emphasis on the spiritual disciplines and personal spiritual formation will provide a personal worship perspective. *November Intensive, 2 credits*

### **ME112 Homiletics II**

This course seeks to explore the implications of the conviction that the Church of Jesus Christ is alive and transformative in its preaching. This course consolidates the cadets' understanding and use of the essential elements of expository sermons and has a particular focus on extending their abilities in the recognition, construction and use of topical sermons, within the context of biblical genre. *Spring, 2 credits*

### **ME113 Programming for Mission & Ministry - Youth & Adults**

Methods and theories of faith-based programs are examined with a practical laboratory for ministry relating to youth and adult programming. *Winter, 3 credits*



### **ME205 Programming for Mission & Ministry - Adult**

A practical laboratory for enhancing ministry skills in adult programming.  
*Fall, 2 credits (discontinued after Fall 2017)*

### **ME208 Approaches to Faith-Based Counseling**

Selected theories and approaches to the psychological counseling of individuals in a diverse and multicultural society will be presented. Special emphasis will then be drawn to modeling, applying and further instruction of selected pastoral counseling approaches to develop primary counseling skills in a variety of faith-based situations.  
*Spring, 2 credits*

### **ME209 Spiritual Formation II**

This course will take a deeper look into the corporate Christian disciplines of worship, guidance, confession, and celebration. This course explores the recognized forms that Christian spirituality takes and compares them with the MBTI personality types. We will also do an in-depth survey concerning the great variety of how Christian spirituality has been expressed throughout Christian history. *Fall, 2 credits*

### **ME213 Homiletics III**

An advanced training in the principles and practices of the Expository and Topical forms of sermon preparation. This course will focus on extending the abilities of cadets in the recognition, construction and use of topical sermons, within the context of biblical genre. *Fall, 2 credits*

### **ME214 Homiletics IV**

This course introduces the sermon series: the treatment of larger topics and extended passages/books that best lend themselves to multiple sermon presentations. *Winter, 2 credits*

### **ME215 Salvation Army Social Service Ministry Survey**

This course will provide an overview of contemporary Salvation Army ministries employed to combat poverty and social inequities while building community relationships. Cadets will be introduced to the National Standards for Social Services and develop strategies to effectively develop and supervise these ministries. *Spring, 1 credit*

### **ME216 Introduction to Salvation Army Social Service Ministry Administration**

This course will examine the historical and theological perspectives of Salvation Army social service ministry in relation to the development and supervision of diverse approaches to combatting poverty and societal inequities employed in Salvation Army ministry. Cadets will be introduced to the National Standards for Social Services and develop strategies to effectively develop and supervise these ministries. Cadets will develop skills in strategic planning, social action, community relationship building, and accessing and maintaining donor support. *Spring, 3 credits*

### **ME310 Independent Study in Mission & Ministry**



## **Supervised Ministry Studies Division**

Chair, Major Silvia Machado

***Purpose:*** *The Supervised Ministry Division works in conjunction with the Field Training and Evangelism 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 towards 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 Training 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, Adult Rehabilitation Centers (ARC) and various other human service providers.

*Fall, 1 credit*

### **SM102 Field Training**

Guided practice in field training, 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. *Winter, 1 credit*

### **SM103 Field Training - Spring Campaign**

Guided practice in field ministry in 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. *Spring, 1 credit*

### **SM104 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.

*Spring, 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.

*Summer, 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.

*Fall, 1 credit*

### **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. *Winter, 2 credit*

### **SM203 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. *Winter, 1 credit*

### **SM204 Field Training - Spring Campaign**

Guided practice in field ministry in 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. *Spring, 1 credit*

### **SM205 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. *Spring, 1 credit*

### **SM310 Independent Study in Supervised Ministry**



## **Theological Studies Division**

Chair, Major Eva R. Geddes, D.Min.

**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. It centers 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 praxis. *Fall, 2 credits*

### **TS102 Doctrine of The Salvation Army II**

A study of Salvation Army doctrines five, six, seven and eight, this course explores the Fall and the effects of sin (Hamartiology) and the provision of atonement (Soteriology), salvation and assurance. *Winter, 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, the promise and provision of sanctification, with a concentration on the praxis of a holy life and eschatology. *Spring, 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. *Spring, 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). *Fall, 2 credits*

### **TS202 Salvation Army History**

A survey of Salvation Army history, drawing out lessons for contemporary mission. *Fall 2017, 2 credits*



### **TS204 Ethics**

An introduction to ethics, understood to be a systematic study of standards of morality, of right and wrong, justice and injustice, good and evil, with the objective of applying this study to our contemporary lives (similar to Hollinger's definition and goals in *Choosing the Good: Christian Ethics in a Complex World*). The applications will be made towards developing the minister's and Christian individual's behavioral choices, as well as understanding The Salvation Army's Position Statements on ethical issues, today. *Spring, 2 credits*

### **TS300 Elective**

### **TS310 Independent Study in Theological Studies**



# Academic Policies





## ***ACADEMIC POLICIES***

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 comprised of qualified practitioners and credentialed academics, all sharing a common faith in Christ and working in partnership.

By successfully engaging in the learning experience of the CFOT, cadets will be commissioned and ordained as Salvation Army officers. Spiritually mature and academically and practically prepared, they will faithfully engage in mission to a hurting world by living for the glory of God and the salvation of souls.

### ***Statement of Core Values***

- **Worship** – We seek to worship God in response to His presence as He reveals Himself to us. We are the temple of the Living God and our worship is Trinitarian: God-directed, Christ-centered and Spirit-empowered. It is personal, but it is also shared with the community of believers and is a witness to the unbeliever. Worship is not just forms and rituals, but attitude and spirit based upon God's Word, the Bible, and shaped through prayer.
- **Salvation** – We proclaim the promise of salvation by grace through faith in Jesus Christ and aim to lead as many people as possible to the Kingdom of God.
- **Holiness** – We desire to live holy lives through the indwelling presence and power of the Holy Spirit.
- **Evangelism** – We endeavor to bring hope to the hopeless and redeem the lost through the fervent proclamation of the Good News.
- **Discipleship and Spiritual Formation** – We resolve to be like Jesus and train others to follow Him. Central to this is self-discipline in personal spiritual formation.
- **Mission** – We live to “love the unloved”; we are an Army on mission with God to a fallen creation.
- **Family** – We cherish the family unit. All within the family are children of God – man, woman and child – and are encouraged to discover their individual capabilities and develop their spiritual capacities through mutual support within the context of Salvation Army ministry.
- **Community** – We believe that mutual encouragement, compassion and communication enhance positive relationships.
- **Lifelong Learning** – We value the life lessons and educational experiences brought to our community by both cadets and faculty, commit ourselves to excellence in academic pursuits during the training experience and seek to develop a continuing pattern of learning throughout our lifetimes.

### ***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 of 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 this requirement, the College follows the plan of many larger universities and colleges by designating a number of courses in differing Divisions of Study as a



portion of this “general education,” as the information in these courses is more theoretical, comparative and preparatory for later learning. In addition to the three courses listed in the General Education Division (First Year Seminar, Psychology and Teaching & Learning - 5 quarter credits), the following courses contribute to the this breadth requirement: Ethics (2 credits), Biblical Interpretation (2), Music & Creative Arts (2), Worship (2), Homiletics (2), Church History (2), Leadership Formation & Personal Development (2), Principles of Finance (2) Approaches to Social Concerns (2) and Approaches to Faith-based Counseling (2). In addition to the sum of 25 quarter credits cited above, 3 additional and differently constructed Homiletics courses (6 credits) are required. Finally, many colleges and universities would also recognize instruction in the literature and culture of the Bible as part of their general education components.

### ***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 and is posted on the Education bulletin board as well as an electronic copy in the “S” drive under “Education Calendar & Room Locations”. Changes to the calendar are made through the Education Officer with the updated version on the bulletin board and “S” drive. Cadets are to acquaint themselves with these schedules and be alert for any posted changes. Cadets are responsible to check emails as well for any important calendar changes.

### ***Study Time***

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

### ***Classroom Behavior***

Respect for the classroom and the quiet study space of the library informs the use of all electronic devices in these locations. Use of computers during classes shall be at the discretion of the instructor, and must be utilized only for that class-associated activity. Food is not allowed in the classrooms; only liquids in closed, covered containers are allowed. At the discretion of the instructor on special occasions, an exception may be made to this rule. It is the expectation of each student to take notes, participate in discussion, read in advance and other methods 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 SERVICES section of the *Cadet Manual* 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.

### ***Grades and Grade Points***

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

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

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 <u>not</u> the strongest
80-82	B-	2.7	
77-79	C+	2.3	Satisfactory work, accomplishment of all learning objectives and competencies in the course
73-76	C	2.0	
70-72	C-	1.7	
67-69	D+	1.3	Marginal work, lacking in some areas, but
63-66	D	1.0	meets minimum requirements in all areas of
60-62	D-	0.7	the course
0-59	F	0.0	Does not meet minimum requirements for course

**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 tapes and completing an assignment.
- Education Officer will present case to the Academic Review Board (ARB) for review.
- 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 of 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.

**I 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 tapes and completing all assignments.
- Education Officer will present case to the ARB for review.
- 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 of 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.

### ***Viewing of Classes***

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

### ***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, in conjunction with the Education Officer, will review the request and confirm approval. 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 Office.
- 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.

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.
- 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 for 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. 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 Unicheck 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 Unicheck (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 Unicheck, 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, and 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 work load 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.

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. These cadets will be required to report to the Library for all designated study sessions and their progress will be closely monitored by the Education Officer and course instructors. Additionally, cadets on academic warning may be assigned an officer as their academic mentor who they must meet with on a regular basis, as prescribed by the Aca-



demetic Review Board. The designation of academic warning may be lifted when the following takes place: completion of the following quarter's course work with an cumulative grade point average of 2.0/C or above, and/or, remediation of the "F" grade is completed. A second instance 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 on academic probation will have the same consequences as those on academic warning, as well as additional restrictions deemed fit by the Academic Review Board. Additional restrictions will be administered on a case-by-case basis. Cadets placed on academic warning or academic probation may be required to attend tutor-assisted study, or other remedial learning situations to improve academic progress. 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 "F" grades is completed. All cadets placed on academic probation will be required to appear before the ARB. If there is no improvement or if additional failures occur, the status of his/her cadetship will be forwarded to the Personnel Department for further recommendations and possible dismissal.

### ***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 (7), Mission & Ministry Studies: Worship & Homiletics (5), 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 continued 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 Executive Council and the Training Principal. The cadet must accept that no academic degree will be awarded after fulfillment 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 for review and approval by the ARB. The cadet may petition that the Independent Study be designed to undertake additional coursework in the same area or discipline of study as the course to be substituted for, or another area where they are more inclined, talented naturally, by earlier education or motivationally or, on the other hand, where the cadet feels the need of stronger preparation. Notification of approval or disapproval should be completed within one week of receipt of the completed form and the cadet and instructor informed. If approved, completed work under an Independent Study contract will be graded by the supervising instructor, according to the schedule of any other course in the term, and a grade forwarded to the Education Officer.

### ***English Enrichment Class***

Due to difficulties cadets face with English composition, a 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. 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.

### ***Integrated Mission***

Integrated Mission is Salvationist lifestyle. It is The Salvation Army's heritage of orthopathy-orthodoxy-orthopraxy, strengthening relationships between affections, beliefs and behaviors. It is deeply rooted in theology that is relational, Trinitarian and Wesleyan; and that sees the mission of the church as participation in the mission of King Jesus, who inaugurated the reign of God and is at work restoring all that He has created to right relationships.

Key IM concepts are *Care* as being with rather than doing to or for, *Community* as the desire of all to belong, *Change* as possible, and *Hope* as always present. These are founded in our beliefs, such as Creation, Incarnation, and the Holy Spirit's active presence, described in *Mission in Community: The Salvation Army's Integrated Mission*. Key IM behaviors that both embody and evoke these beliefs are seeing the 'other', listening to their story, going as learners not teachers, working as a team, looking for the God encounter, taking the conversation deeper, appreciating strengths, and finding patterns of response. The key IM practice is SALT (Support And Learning Team) visits in homes and neighborhoods around local corps or other Salvation Army centers.

In a dynamic, non-linear sequence of action-reflection correlated with the CFOT curriculum, the cadets examine IM theology, self-assessment, contextualization, measurement for mission, facilitation team development, and adaptive response in corps or center as well as in community. Associated scholarly streams include participatory action research and asset based community development.

### ***Additional Enrollment***

Enrollment in other academic programs (residential or distance) while a cadet at the CFOT is not an option, unless it is determined that 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.

### ***Academic Attendance Policies Standards and Expectations***

It is the expectation of the College for Officer Training that cadets are to 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<sup>st</sup> 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.**

### ***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 Unichack 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 Unichack (see *Academic Integrity*) which indicates the exact time the 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 Unichack, 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 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 and the instructor begins. 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** (from a Latin word for "kidnapper") is the presentation of someone else's work as your own. Whether deliberate or accidental, plagiarism is a serious offense. It breaks trust, and it undermines or even destroys your credibility" (Aaron, 2018, p. 212-213). This includes, but is not limited to, aca-



demetic 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. Proper citation of sources prevents plagiarism. For more information see “Information Literacy” in the Library section. Unicheck is an online resource that can help cadets identify and avoid plagiarism. See “Unicheck” for further guidance. For additional information please reference: Aaron, J. E. (2018). *The Little, Brown Essential Handbook* (8th ed.). Upper Saddle River, NJ: Pearson Education. Instances of academic dishonesty should be handled by the instructor in each course by means specified in the syllabus. 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) the Education Officer will review the evidence, meet separately with both the cadet and instructor, and, after reaching a decision, 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. Written work that requires research handed in without citation of sources and recognition of quotes, or prepared by someone else, will receive the grade of “F or 0 credit” for any assignment and, if on a substantial assignment, may result in a failing grade for the entire course.

As an alternative for the no credit, 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 significant 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.” There is no option of doing additional, supplemental work to compensate for the failure. The course must be retaken in order to receive the degree. The CFOT remediation policy will be in effect. The instance will also be reported to the Director of Personnel and the Training Principal for possible further penalty.

Plagiarism, cheating or academic dishonesty, established beyond a reasonable doubt by the responsible teaching parties (cadet, instructor, Education Officer, and Director of Curriculum) will be reported by letter from the Education Officer to the Director of Personnel and the Training Principal. The letter is then placed in the cadet’s file.

Any further infractions of the above policy, exceeding a second offense, will result in presentation to CRB and may include recommendation to the Territorial Commander for dismissal from the College.

### ***Copyright and Licensing***

We are responsible to comply with copyright laws every time we copy, display, or perform someone else’s work, even if there is no copyright notice or author’s name on it, or it has been posted on YouTube. This includes printing information from the Web, 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.

### ***Unicheck***

Unicheck is an educational resource by which Cadets submit all written assignments into their class portfolio. Unicheck’s key feature is the *Originality Report*, which displays matches found between the submitted assignment and other papers in Unicheck’s database. Matches mean nothing in themselves. 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 Unicheck in different ways. Features they may use include grading, commenting and Grammar Check. Using Unicheck 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 Unicheck contact your instructor, immediately. Otherwise, difficulty with Unicheck will not be accepted as an excuse for an assignment being late.

### ***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. Those cadets for whom English is not their primary language are required to study English through ESL until they achieve a score of 40 on the Second Language English Proficiency (SLEP) test. ESL is supervised by the Learning Consultant. 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 are offered for more and differing needs of cadets.

### ***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. 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.

### ***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 child care 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 and Responsibility***

The CFOT seeks the union of sound learning and vital faith in a community of responsible freedom. We all mutually bear responsibility to affirm and incarnate 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.

The curriculum allows freedom to draw from the Scriptures, insights, interpretations and applications of truth. Cadets are exposed to multiple perspectives and are taught tolerance and appreciation for views which differ from their own. Open dialogue 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 truth and vision.

### ***Support for Academic Success***

The library staff are 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 presented on topics such as study reading and note taking, identifying the main point of a passage, and test taking.

### ***Learning Consultant***

The Learning Consultant is available to help with both general tutoring and specific challenges.

### ***Educational Technology Officer***

Technology workshops are presented on topics such as managing email, mastering Excel, Bible apps for ministry, and apps for knowledge management and study.



# Campus Life





## **COLLEGE FOR OFFICER TRAINING COMMUNITY COVENANT**

The process of developing a "covenant that protects community" (*Pursuing God's Will Together*, Chapter 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<sup>1-2</sup> 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



# **College for Officer Training The Brengle Library**



**[www.TSACFOTNY.EDU](http://www.TSACFOTNY.EDU)>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 the disciplines of 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 (see "Purpose of training" and "Mission and vision statement" in this Catalog).

### ***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 mostly 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 (SFL) is just a few blocks away. It has a children's library, and databases that can be accessed from home with a SFL card. 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***

Ms. Robin Rader, M.L.S., Library Director  
Mrs. Emily Nevill, M.L.S., Librarian: Technical Services  
Mr. Jose Antonio Rodriguez-Morell, M.A., Library Assistant

Professional librarians provide full library service during daytime hours. More limited service is provided during evening hours. The library seeks to be open at hours that are useful to facilitate study, assignment completion, devotion and time management.

*When classes are scheduled*

Monday-Thursday 8:00-5:00 and 6:00-10:00. Friday 8:00-4:00. Saturday 8:30-4:00



*When there are no classes*  
Monday-Friday 8:30-4:00  
*Throughout the year*

The library is generally closed on holidays and is always closed on Sunday

Anyone can request to be trained as a library volunteer to keep the library open when it would normally be closed (except for Sundays).

### ***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 28,000 unique titles, of which 2,800 are in Spanish and 390 are in Korean. 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, microfilms and electronic documents. A journal locator simultaneously searches for periodical titles that the library has in print (180), 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, 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 has a reciprocal lending agreement with Nyack College and Alliance Theological Seminary, and otherwise 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 in addition to sofas and chairs for relaxing. It has used book sales, a book scanner, networked printers and other equipment for the convenience of cadets, and it also has puzzles, games, and coffee (in approved mugs). 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*.

Above all, it is a place with friendly, helpful staff.

### ***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 *Information literacy competency standards for higher education*, “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” (Association of College and Research Libraries, 2000, pp. 2-3).

Collaboration is critical to achieving the library’s mission. The library partners with faculty, cadets and other users as they develop their information literacy 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 cadet’s opinion, and tracing the research-based information back to the resources that were used.

**Style.** The CFOT uses the APA style for writing papers and citing sources, to provide continuity with what is expected in the continuing education program at Asbury University. The CFOT requires page numbers in citations not only for quotes but also when information from research has been re-stated in the student’s own words.

### **Support**

Reference help and training is readily available in print, online, and in person. Topics include study skills, research, citation, writing, APA style and completion of assignments. The library provides library orientation, online tutorials, subject guides, how-to guides, tips for success, and hands-on assignment-based *Academic skills workshops*, 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.

#### Reference

Association of College and Research Libraries. (2000). Information literacy competency standards for higher education. Retrieved from <http://www.ala.org/acrl/standards/informationliteracycompetency>



# College for Officer Training Staff & Faculty





## **COLLEGE FOR OFFICER TRAINING CO-CURRICULAR STAFF**

### **Administration**

Colonel Janet Munn	Training Principal
Major Jongwoo Kim	Assistant Training Principal for Administration
Major William Garrett	Educational Technology Officer
Captain Sun Kyung Simpson	Spiritual Formation and Worship Coordinator
Mr. Daniel Machado	Director of Information Tech. & Communications
Mr. Christian Riesebieter	Music Coordinator
Mr. Kyle Higgins	Creative Arts Coordinator
Dr. Dennis VanderWeele	Accreditation Liaison

### **Personnel Department**

Major Alberto Suarez	Director of Personnel
Major Marika Payton	Associate Director of Personnel
Major Margaret Starnes	Assistant Director of Personnel
Major Marta Dearin	Personnel Officer
Captain Felicia Flora	Personnel Officer/Campus Ministries Liaison
Major Misook Kim	Campus Ministries Director

### **Curriculum Department**

Major Eva R. Geddes	Director of Curriculum
Major Heather Garrett	Education Officer
Major Gloria M. Mislá	Learning Consultant
Major Miguelina A. Feliz	Curriculum Officer
Captain Joshua Simpson	Curriculum Officer
Major David E. Payton	Curriculum Officer/Personnel Officer
Major Iris Torres	Spanish Studies Coordinator
Mrs. Solimar Machado	Spanish Translator



Mrs. Emily Nevill	Librarian: Technical Services
Mr. Jose Antonio Rodriguez-Morell	Library Assistant
Ms. Robin Rader	Library Director

#### **Field Training and Evangelism Department**

Major Silvia N. Machado	Director of Field Training & Evangelism
Captain Rickie Armour	Field Training Officer
Captain Heather L. Holt	Field Training Officer
Major Eduardo J. Feliz	Field Training Officer

#### **Business Department**

Major Ronald L. Starnes	Director of Business
Mrs. Robin Fraser	Assistant Director of Business
Major Kristin Rivero	Campus Services Coordinator
Captain Pamela Armour	Senior Home Officer
Captain Joshua Jones	Business Officer/Home Officer
Lieutenant Luis Ocasio	Transportation Officer/Home Officer



### **Faculty**

Major Miguelina A. Feliz (M.Div.)  
Mrs. Robin Fraser (B.S.)  
Major Heather Garrett (M.S.Ed.)  
Major William Garrett (M.A.)  
Major Eva R. Geddes (D.Min.)  
Captain Heather L. Holt (B.S.)  
Major Jongwoo Kim (M.Div.)  
Ms. Christianne Livingston (M.S.)  
Major Gloria M. Mislá (B.A.)  
Colonel Janet Munn (D.Min.)  
Major David E. Payton (M.A.)  
Major Marika Payton (M.A.)  
Ms. Robin Rader (M.L.S.)  
Mr. Christian Riesebieter (M.Music)  
Major Kristin Rivero (B.A.)  
Mrs. Lorena Simmonds Lance (M.P.S.)  
Captain Joshua Simpson (M.A.)  
Captain Sun Kyung Simpson (M.A.)  
Major Margaret Starnes (B.S.)  
Major Ronald L. Starnes (M.Div.)  
Major Alberto Suarez (B.A.)  
Major Iris Torres (B.A.)

### **Associate Faculty**

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

### **Resource Personnel**

Captain Pamela Armour (A.O.S.)  
Captain Rickie Armour (A.O.S.)  
Major Santa Correa  
Major Marta Dearin  
Major Eduardo J. Feliz  
Mrs. Sandra Heintz  
Mr. Kyle Higgins  
Major Silvia Machado  
Mrs. Emily Nevill (M.L.S.)  
Mr. Jose Antonio Rodriguez-Morell (M.A.)



## Faculty Directory

**Miguelina A. Feliz**, Major, Curriculum Officer. Commissioned, 1996. B.S.W., Youngstown State University; M. Div., Indiana Wesleyan University. Faculty, 2017-Current.

**Felicia Flora**, Captain, Personnel Officer. Commissioned, 2005. B.A. (Psychology), Jersey City State College; M.P.S. (Urban Ministry & Church Development), Alliance Theological Seminary. Faculty, 2018.

**Robin Fraser**, Assistant Director of Business. B.S. (Accounting), Messiah College. Faculty, 1994-Current.

**Heather Garrett**, Major, Education Officer. Commissioned, 1998. B.S. (Elementary Education/ Psychology), Houghton College; M.S.Ed. (Foundations and Teaching), Niagara University. Faculty, 2016-Current.

**William Garrett**, Major, Education Technology Officer. Commissioned, 1998. B.S. (Management), Houghton College; M.A. (Biblical & Theological Studies), Knox Theological Seminary. Faculty, 2016-Current.

**Eva R. Geddes**, Major, Director of Curriculum. Commissioned, 1979. B.A. (Spanish, Psychology & Education), Bates College; M.Div., Alliance Theological Seminary; D.Min., Alliance Theological Seminary. Faculty, 1998-9, 2004-15, 2018.

**Heather L. Holt**, Captain, Field Training Officer. Commissioned, 2004. B.S. (Human Development & Family Studies), Penn State University. Faculty, 2015-Current.

**Joshua Jones**, Captain, Business Officer/Home Officer. Commissioned, 2011. B.A. (Sociology), Houghton College. Faculty, 2018.

**Jongwoo Kim**, Major, Assistant Training Principal for Administration. Commissioned, 1995. B.E. (Architectural Engineering), Dankook University; M.Div., Methodist Theological Seminary, Seoul, Korea. Faculty, 2011-Current.

**Misook Kim**, Major, Campus Ministries Director. Commissioned, 1995. B.A. (Social Studies Education), Sungshin Women's University. Faculty, 2011-Current.

**Christianne Livingston**, Human Resources Manager, THQ. M.S. (Human Resource Management), Thomas A. Edison State College. Faculty, 2014-Current.

**Gloria M. Mislá**, Major, Learning Consultant. Commissioned, 1999. B.A. (Christian Education), Colegio Biblico Pentecostal. Faculty, 2006-2010, 2015-Current.

**Janet Munn**, Colonel, Training Principal. Commissioned, 1987. B.A. (Psychology & Spanish), Asbury College; M.A. (Leadership & Ministry), Greenville College; 2 years post-graduate study in Divinity, Alliance Theological Seminary; D.Min. (Transformational Leadership), Ashland Theological Seminary. Faculty, 2015-Current.



**David E. Payton**, Major, Curriculum Officer/Personnel Officer. Commissioned, 1993. B.A. (Christian Ministries), Asbury College; M.A. (Communications/Film Studies), Regent University; M.A. (Spiritual Formation), Spring Arbor University. Faculty, 2015-Current.

**Marika Payton**, Major, Associate Director of Personnel. Commissioned, 2001. M.A. (Pedagogy, Elementary Education & Fine Arts), Sulxan Saba University. Faculty, 2015-Current.

**Robin Rader**, Library Director. B.A. (Biology), Asbury College; M.L.S., St. John's University; M.A. (Urban Studies-Community Development), Eastern University. Faculty, 1997-Current.

**Christian Riesebieter**, Music Coordinator. B.Mus. (Music), Boston Conservatory; M.M. (Music), Azusa Pacific University. Faculty, 2018.

**Kristin Rivero**, Major, Campus Services Coordinator. Commissioned, 1998. B.A. (Sociology & Spanish), Houghton College. Faculty, 2010-11, 2018.

**Lorena Simmonds Lance**, Accreditation Records Manager. B.Mus. (Music), McMaster University; B.Ed. (Music & English), University of Western Ontario; M.P.S. (Christian Education), Alliance Theological Seminary. Faculty, 2016-Current.

**Joshua Simpson**, Captain, Curriculum Officer. Commissioned, 2005. B.S. (Behavioral Science), Penn State University; M.A. (Church History), Gordon Conwell Theological Seminary. Faculty, 2013-Current.

**Sun Kyung Simpson**, Captain, Spiritual Formation and Worship Coordinator. Commissioned, 2006. B.A. (Christian Studies), Hannam University; B.A. (Social Welfare), Hannam University; M.A. (Spiritual Formation), Asbury Theological Seminary. Faculty, 2013-Current.

**Margaret Starnes**, Major, Assistant Director of Personnel. Commissioned, 1983. B.S. (Organizational Management), Nyack College. Faculty, 2015-Current.

**Ronald L. Starnes**, Major, Director of Business. Commissioned, 1983. B.A. (Music & Christian Education), God's Bible School and College; M.A. (Leadership and Ministry), Greenville College; M.Div., Asbury Theological Seminary. Faculty, 2015-Current.

**Alberto Suarez**, Major, Director of Personnel. Commissioned, 1988. B.A. (Business Management), Malone University. Faculty, 1998-2003, 2016-Current.

**Iris Torres**, Major, Spanish Studies Coordinator. Commissioned, 2002. B.A. (English), University of Puerto Rico. Faculty, 2011-Current.



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201 Lafayette Avenue



Suffern, NY 10901  
(845) 357-3501  
[www.tsacfotny.edu](http://www.tsacfotny.edu)