

# COLLEGE FOR OFFICER TRAINING



2022-2023

COMMUNITY GUIDELINES

# College for Officer Training

## COMMUNITY GUIDELINES

### THE SALVATION ARMY MISSION STATEMENT

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

### The Salvation Army: Its Character and Purpose

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

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

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

An Officer of the Army is a man or woman who:

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

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

## COLLEGE FOR OFFICER TRAINING STATEMENT OF PURPOSE

### COLLEGE FOR OFFICER TRAINING (CFOT) MISSION STATEMENT

The mission of the College for Officer Training is to develop men and women, in knowledge, capabilities, spirit and character, who will be able to sustain and advance the mission of The Salvation Army in the salvation of the world.

#### Expanded Definition of the CFOT Mission

To this end, the commissioned officer should possess the character and skills necessary to seek the lost and bring them to a saving knowledge of Jesus Christ; to bring the convert to membership in a local corps; to teach and train soldiers and volunteers for involvement in the Army's ministry of service; to teach, preach and model the eternal truths of God's Word; to secure and manage the resources required in the Army's salvation enterprise; and to advance the Army's interest in and service to the local community.

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

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

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

## UNDERTAKINGS OF SALVATION ARMY OFFICERS

The relationship between The Salvation Army and its officers is sacred. This needs to be cherished and preserved as a means of achieving God-given common spiritual purposes. Therefore, in addition to the promises made on becoming a soldier and those in the Officer's Covenant, a Salvationist is commissioned and ordained as an officer on condition that the following promises and declarations are made:

1. In response to the call of God, I give myself of my own free will to be an officer of The Salvation Army and to engage in its ministry. As an officer I acknowledge that the fundamental nature of my relationship to the Army and of the Army to me is spiritual.
2. I understand that there is no contract of service or of employment, nor any other legal relationship between the Army and me. Accordingly, the Army shall have no legal claims upon me, nor I upon the Army.
3. I understand that although I may expect to receive, and every attempt will be made to provide, allowances according to an official scale, no allowance is guaranteed to me. I understand that any such allowance is not a wage, salary, reward or payment for services rendered but is a means of freeing me from the need to engage in secular employment.
4. I declare my belief in the truths of the doctrines of The Salvation Army. I will teach them faithfully and will seek to make my life a reflection of those truths.
5. I will observe the *Orders and Regulations* of The Salvation Army as issued from time to time. I recognize that the Army seeks to create and administer *Orders and Regulations* in a manner consistent with Christian principles.
6. I will look to my leaders in the Army to be sensitive to the guidance of God in giving me appointments and responsibilities. I will accept the direction of my leaders under the appointments system, knowing that they will try to place me where I can best advance the cause of Jesus Christ. I will faithfully fulfil all the requirements of my appointments to the best of my ability.
7. I will trust my leaders in the Army to provide me with opportunities for personal development in order to enhance my service and its effectiveness. I will use responsibly and wisely all such opportunities, knowing that my leaders seek to encourage me, enlarging my vision of all I can become in Christ.
8. I will expect my leaders to evaluate periodically my progress and personal effectiveness in ministry. I acknowledge that I am accountable to them under God for the mature and proper discharge of my duties. I will accept and act upon formal recommendations for my improvement, knowing that persistent ineffectiveness as an officer could lead to the termination of my service.
9. Unless clearly authorized by my leaders in accordance with *Orders and Regulations*, I will not engage in secular employment, paid or unpaid, knowing that I have committed all my days and hours to Salvation Army officer mission and ministry.

10. I will respond wholeheartedly to efforts by my leaders to encourage me in the use and development of my creative abilities. I will place any such abilities at the disposal of the Army for the furtherance of its mission, and in accordance with *Orders and Regulations*.
11. I will not seek or encourage any presentation, gift or testimonial to myself, or use my position as a Salvation Army officer for personal gain.
12. I undertake to account for all monies and other assets entrusted to me and to keep and make available for inspection and audit purposes all records, accepting my responsibilities as a Christian steward of the resources placed under my control.
13. I will conform to the Army's requirements regarding the wearing of uniform.
14. Supported by the pastoral care and respect of my leaders, I will seek to be a worthy minister of Christ's gospel and officer of the Army. I will avoid in word and action anything likely to injure the Body of Christ or that part of it which is The Salvation Army.
15. Regardless of the date on which I have signed below, I understand that these Undertakings shall apply from the date of my commissioning as an officer of The Salvation Army.

## INTRODUCTION TO CADETSHIP

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

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

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

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

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

## HISTORY

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

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

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

The village of Suffern dates to the settlement of John Suffern, a Presbyterian from Northern Ireland, in 1776. He operated at this strategic junction between New York and Albany a general store and inn, counting among his patrons, pioneers and patriots of the Revolution.

In 1851, Thomas Ryan, a local philanthropist, who had come from penury to great wealth, purchased the present campus on behalf of the Society of the Holy Child Jesus for development as a residential school for girls.

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

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

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

**The distinguished roster of principals comprises:**

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

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

Lt. Colonel William Davidson August, 1947 - August, 1954  
Colonel Albert G. Pepper August, 1954 - March, 1958  
Lt. Colonel C. Emil Nelson March, 1958 - August, 1962  
Lt. Colonel Milton S. Agnew August, 1962 - February, 1966  
Lt. Colonel F. William Carlson February, 1966 - August, 1970

Colonel Charles S. Talmadge August, 1970 - August, 1974  
Lt. Colonel Bramwell Tillsley August, 1974 - June, 1977  
Lt. Colonel David A. Baxendale June, 1977 - January, 1981  
Lt. Colonel Roy M. Oldford January, 1981 - January, 1984  
Lt. Colonel Paul A. Rader January, 1984 - January, 1987

Lt. Colonel Howard R. Evans January, 1987 - June, 1992  
Lt. Colonel William W. Francis July, 1992 - January, 1997  
Lt. Colonel R. Eugene Pigford February, 1997 - June, 2000  
Major Mark W. Tillsley July, 2000 – June, 2006  
Major Stephen Banfield June, 2006 – June, 2011

Major Ronald R. Foreman June, 2011 – June, 2015  
Colonel Janet Munn July, 2015 – March, 2019  
Lt. Colonel David Kelly April, 2019 – October, 2020  
Lt. Colonel James LaBossiere January, 2021-Present



## ADMINISTRATION

### PURPOSE

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

The purpose of the administration is to serve people effectively, while making efficient use of resources in a manner that glorifies God. We believe that the CFOT policies and guidelines are subject to the authority of the Scriptures. The administration is responsible for overseeing all aspects of the CFOT operations. God is honored and CFOT community members are encouraged when CFOT affairs are administered well.

## **FACULTY AND SUPPORT STAFF 2021-2022**

The teaching and mentoring of cadets who are called to study God's word and preach the gospel of Jesus Christ, going into the whole world, making disciples, is a great responsibility. We seek to be prayerful, thoughtful, servant leaders who can enable students to discover the treasures of sacred scripture and prayer, the gifts and talents which God has placed within each believer, and to understand the distinctive means by which God has called cadets to be trained and prepared to serve as officers in The Salvation Army.

We pray that God's divine grace will work deeply in all the hearts and minds of each member of our community and that God's blessing will remain upon the College for Officer Training to prepare laborers for the harvest. May all that is done here bring glory to God, our Father and His Son, Jesus Christ.

### **Administration**

Lt. Colonel James LaBossiere	Training Principal
Jennifer Garrett	Executive Assistant to the Training Principal
Lt. Colonel Patricia LaBossiere	Training Principal for Community Life
Major Heather Holt	Spiritual Formation & Worship Coordinator
Jillian Solorzano	Executive Assistant to the TPCL & SFWC
Christian Riesebieter	Music Coordinator
Debora Baptista	Worship Arts Coordinator
Major Ronald Starnes	Assistant Training Principal for Administration
Sandra Heintz	Executive Assistant to the ATPA & HR Manager
Catherine Rose	Administrative Assistant
Bianca Antoine	Office Assistant
Dr. Dennis A. VanderWeele	Accreditation Liaison
Lorena Simmonds	Accreditation & Research Manager
Eli Morgan	Communications & Social Media Coordinator
Daniel Machado	Director of IT & Communications
Andres Di Caterina	Lead IT Technician
Ann Marie Morse	IT Technician
Freddy Larrinaga	IT Technician
S. Ian Evans	Multimedia Coordinator
John Shepitka	Multimedia Assistant

### **Personnel Department**

Major Jorge Marzan	Director of Personnel
Susan Grey	Administrative Assistant
Major Madelaine Dwier	Associate Director of Personnel
Major Margaret Starnes	Asst. Dir of Personnel/KeepSafe Coordinator
Carol McIntosh	Office Assistant
Major Rohan Gage	Personnel Officer
Evelyn Stickland	Registered Nurse
Alexander Rodman	Health and Wellness Specialist
Brian Dolan	Campus Ministries Director
Ann Protus	Campus Ministries Site Coordinator
Kristie Stoker	Campus Ministries Program Coordinator
Lilianna Wilson	Campus Ministries (Lead) Specialist
Miles Jackson	Campus Ministries Specialist
	Special Education Liaison

Teresa Margolis  
Randi Marvin Grippo  
Susanne Mitts  
Catherine Atrip  
Amy Goding  
Cledha Desir  
Maria Padilla  
Cameron Starkey  
Tatiana Narvaez  
Shannon Irvin  
Ahjah Gage  
Roberta Armbruster  
Sydney Protus

Campus Ministries Teacher  
Campus Ministries Teacher  
Campus Ministries Teacher  
Campus Ministries Teacher  
Campus Ministries Teacher  
Campus Ministries Worker  
Campus Ministries Worker  
Campus Ministries Worker  
Campus Ministries Worker  
Campus Ministries Worker  
Campus Ministries Worker  
Campus Ministries Worker  
Campus Ministries Worker

**Curriculum Department**

Major SunKyung Simpson  
Kayla Piehler  
Major Sheila Gage  
Major Hollie Leonardi  
Commissioner Mark Tillsley  
Major Kristin Rivero  
Major Joshua Simpson  
Major Raquel Ramirez  
Major Limaris Marzan  
Solimar Machado  
Marcos Lopez

Director of Curriculum  
Office Administrator  
Education Officer  
Spanish Studies Coordinator  
Senior Instructor  
Curriculum Officer  
Curriculum Officer  
Curriculum Officer – Spanish Track  
Curriculum Officer – Spanish Track  
TIS Translator  
Education Technology Coordinator  
Librarian  
Library Assistant

Kalpani Eud

**Business Department**

Major Paul A. Cornell  
Rachael Boynton  
Julianna Allen  
Robin Fraser  
Major Alan Krueger  
Major Sebastian Leonardi  
Nieves Martinez  
Marleny Gomez  
Rosa Melendez  
Senior Accountant  
Joseph Osuna  
Paul Cornell Jr.

Director of Business  
Administrative Assistant to DOB  
Administrative Assistant/Benefits Coordinator  
Assistant Business Director  
Transportation Officer  
Senior Home Officer  
Housekeeper  
Housekeeper  
Housekeeper  
Timothy Ditmer  
General Accountant  
A/R Specialist  
A/P Specialist  
Director of Maintenance  
Maintenance Supervisor  
Maintenance Worker  
Maintenance Worker  
Maintenance Worker  
Maintenance Worker

Rick Muise  
Jerry McIntosh  
Sal Miele  
Matt Raymond  
Anthony Giannantonio  
Gordon Watson

Jon Mangino  
Kevin Schmick

Maintenance Worker  
Maintenance Worker

**Campus Services Department**

Heather Wojehowski  
Victoria Escobar  
Ayfer Rifat  
Charles Crawford  
Denis Veysel  
Max Johnson  
Jorge Rodriguez  
Luz Zembriski  
Guillermo Escobar  
Lorena Aleman  
Carmen Milagro Umana

Campus Services Coordinator  
Campus Services Assistant  
Food Service Manager  
Executive Chef  
Second Cook  
Cook  
Kitchen Assistant  
Kitchen Assistant  
Salad Bar Attendant  
Dishwasher  
Dishwasher

**Mission and Ministry Training Department**

Major Martina Cornell  
Hannah Smith  
Major Amanda Krueger  
Lt. Emmanuel Villegas

Director of Mission and Ministry Training  
Administrative Assistant  
Mission and Ministry Training Officer  
Mission and Ministry Training Officer

### CADET LIFE

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

### CADET CODE OF CONDUCT

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

1. The intrinsic value of the person stands above other values. The personal rights and dignity of individuals are to be held inviolate to take precedence over any academic goal set forth by the College.
2. A cadet is respected as a responsible person. They therefore are fully encouraged to make informed decisions with respect to their own education/spirituality and to be involved in college decisions possible.
3. Just as the individual cadet has their own personal rights, so the College has an obligation to exercise its rights and privileges in conformity with the laws and procedures governing its actions.
4. The CFOT recognizes that freedom to teach and freedom to learn depend upon opportunities and conditions in the classroom, on the campus and in the larger community. The responsibility to secure and respect general conditions conducive to learning is shared by all members of the academic/spiritual community. Freedom is meaningless unless responsibility is also present.

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

## **CADET ORGANIZATIONS**

### **POLICIES & PROCEDURES**

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

### **SESSION MEETING**

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

### **CADET COUNCIL**

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

Cadets chosen to serve on Cadet Council must adhere to the following:

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

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

### **CFOT REPRESENTATION OR LOGO USE**

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

## CADET COMMUNICATION

### BUILDING A CULTURE OF HEALTHY COMMUNICATION

*“Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen.” Ephesians 4:29*

The ways in which we communicate with one another have a significant impact on the morale and effectiveness of the CFOT Community. Building a culture of healthy communication is vital to ensuring that our behaviors and values are appropriately aligned. With this objective in mind, please note the following communication guidelines:

- We will demonstrate kindness and respect for one another in the way we communicate, regardless of format (phone, face to face, email).
- We will acknowledge emails ('to', not 'cc') within an acceptable timeframe.
- We will avoid the use of reactive emails that are more likely to inflame conflict than resolve it. (It may help to pause before sending or reread our communication to avoid an overreaction.)
- We will choose to communicate face to face for potentially critical, difficult, or painful communication rather than use email for this purpose.
- We will affirm others often, using specific examples that acknowledge good work and effective ministry.
- We will engage in necessary conversations that provide important challenges, correction, and feedback, and will share those comments with grace and kindness.
- We will avoid the use of divisive words and tone (us vs. them), and intentionally use terminology that unifies.
- We will avoid the inappropriate threat of power in our communication. To that end,
- We will not go directly to or copy the recipient's immediate supervisor until we have first made every effort to resolve situations or receive the necessary support through the normal channels.
- We will avoid using threatening words or tone.
- We will avoid the use of bcc and ensure that our communication is as transparent as possible.
- We will avoid group communication when individual accountability is what is required.
- We will ensure that all our communication, including social media, is God-honoring, fair, and helpful to building healthy community within The Salvation Army.

### E-mail Communication Tips and Guidelines

MS Outlook is the proper method for communication within CFOT and with other commands.

Please be guided by the Policies and Procedures Minute # 12.

Due to transmission and storage limitations, the use of graphics (i.e., the scanning in of pictures and/or signatures) in the signature block is discouraged.

Cadets may send emails to instructors, CFOT officers, fellow cadets, and administration on a personal level. If a cadet is representing their session, permission and approval must be obtained from the session advisor. The correspondence must then be prefaced with "Sent by permission from the Session Advisor's name."

Mass communication – CFOTUsers, all sessions and/or all officers is prohibited without permission from an officer in Administration, an officer in charge of a committee, Department Head, or the session advisor. A supervising

employee is not able to provide permission for a mass mailing – the overseeing officer may give permission after consultation.

Cadets may communicate with their DYS/DCS and their corps officers regarding personal issues.

Session yearbook inquiries regarding advertisements must be sent by the Training Principal to the individual commands. Please submit requests through the session advisor to the TP.

Cadets may not communicate directly with THQ Cabinet members, IHQ, or Command Heads in any Division or Territory. Communication with the Health Services Bureau at THQ is permitted. This communication would revolve around healthcare issues/insurance.

If information is to be obtained for research or a class project, a formal request should be made through the course instructor with a copy to the Director of Curriculum. The instructor or the Director of Curriculum will then forward the request to the Training Principal for correspondence with that Command Head or Territorial Leader.

An instructor may write to THQ officers/employees (not Cabinet Leaders) on behalf of a cadet and may establish communication. The instructor should be copied on all subsequent correspondence.

If a cadet is copied on correspondence, the response should come from the individual that the correspondence was addressed to.

On a rare occasion when a divisional or leader communicates directly to a cadet, the cadet may respond accordingly.

Communication with employees should follow the standard methods: IT/AV through the IT Helpdesk system; Maintenance – Maintenance Ticket System; all other employees – courteous correspondence.

If guests/speakers give permission for cadets to contact them directly, cadets may make contact.

All Web page requests must be sent to the ATPA.

Should a cadet write to an employee, the supervisor/department head must be copied.



## INFORMATION TECHNOLOGY

Upon entry to CFOT, all cadets will be issued a laptop computer which will have the following curriculum related software pre-installed:

- Windows 10 or higher
- Office 365
- Lotus Notes
- Internet Access
- Network Access
- Access to Research Resources on the web

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

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

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

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

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

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

## SOFTWARE

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

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

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

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

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

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

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

## **PURCHASE & ACQUISITION**

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

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

## **SECURITY**

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

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

## **DATA INTEGRITY & PROTECTION**

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

## ELECTRONIC MAIL

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

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

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

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

**\*It is prohibited to forward Outlook e-mails to personal e-mail accounts.**

## CHATS & INSTANT MESSAGING

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

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

## INFORMATION TECHNOLOGY SERVICES

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

- a. Unauthorized entry into a file to either read or change information.
- b. Unauthorized transfer of files
- c. Unauthorized entry into the network
- d. Unauthorized use of another cadets’ computer
- e. account.
- f. Use of the computer to interfere with the work of another cadet, faculty, or staff member.
- g. Use of computer facilities to send obscene or abusive messages or to access pornographic material.

- h. Use of computer facilities for frivolous activities in times of high demand.
- i. Use of computer facilities or services for outside employment or individual profit.

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

## **CADET INTERNET USE POLICY**

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

### **1. Use of the USEW Network is restricted to Salvation Army Business.**

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

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

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

### **2. The confidentiality of messages should not be assumed.**

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

### **3. Password security and integrity.**

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

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

**4. Confidential Company Information.**

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

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

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

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

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

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

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

**8. Other prohibited use.**

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

## SPIRITUAL FORMATION

### INTRODUCTION

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

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

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

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

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

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

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

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

- Community Gatherings held each week (Prayer meeting, Morning Devotions, Spiritual Formation Groups, Assemblies and Silence & Solitude)

- Sunday School
- Sunday Worship Meetings including Spiritual Days, Family Worship Meetings, Soldiering Sundays, Days of Reflection and Praise Meetings
- Special Worship Meetings as scheduled held either seasonally or by special emphasis

### **SUNDAY OBSERVANCE**

The Training community observes each Sunday as a day of intentional worship and spiritual formation. We will use Sundays on campus for Sabbath purposes – to gather as a community of faith in worship to praise God, to celebrate the moving of the Holy Spirit among us, to practice spiritual disciplines and to enjoy the rejuvenation of body, mind and spirit that comes through rest.

Sundays will also be a day of ministry engagement, through brigade activity at various Salvation Army centers in the metropolitan New York area. These opportunities are also formative, as we engage in gospel endeavors on the Lord's Day in service and in love.

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

### **PRAYER AND BIBLE STUDY GROUPS**

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

#### **Special Places Designated for Prayer**

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

- Talmadge Chapel
- Prayer Room, located just off the chapel platform
- Prayer Walk, located around the pond in the center of CFOT campus
- Prayer Garden, located at the cross on the hill in front of the Maintenance buildings
- Prayer Labyrinth, an engraved-brick circular design in the center of the outdoor patio area between the Cadet Dining Room and the Student Lounge

### **DEVOTIONAL LIFE**

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



Each week the entire cadet body will gather in settings designed for corporate spiritual formation. These “Community Gatherings” will be held Monday – Friday, and will follow this sequence:

**Mondays** (11:30 AM - 12:20 PM) – CFOT Prayer Meeting-When school is not in session on Monday, CFOT Prayer Meeting will be held on the first day of the school week.

**Tuesdays** (8:30 AM - 9:10 AM) – Morning Devotions

**Wednesdays** (1:30 PM - 2:20 PM) – Spiritual Formation group

**Thursdays** (8:30 AM - 9:10 AM) – Morning Devotions

**Fridays** (11:30 AM - 12:20 PM) – Assembly and Silence & Solitude (alternating weekly)

Bibles and Songbooks are required for all Chapel services. As previously indicated, the Chapel as well as the Prayer Room right off the chapel stage is open for prayer and meditation during non-scheduled hours. To support this designation, quiet is to be observed in these areas. Should the Chapel be desired for rehearsal space during business hours (8:30 AM - 4:00 PM), a reservation request must be scheduled with the Music Coordinator or the ATPA’s office if it is needed after 4PM or the weekend in accordance with the guidelines pertaining to times permitted for this purpose.

## **PRAYER MEETINGS**

First year cadets will be assigned a week to lead a prayer meeting. Prayer meetings are 50 minutes in length and will be designed entirely by the lead cadet with topic/style assigned by SFWC. Cadets may ask other cadets and staff to participate in their prayer meeting. Tech sheets must be sent to the SFWC (Spiritual Formation and Worship Coordinator) for review. Music and AV requests must be sent two weeks in advance to USEHelpDesk. If the cadet has an emergency or is sick the day of their assigned prayer meeting, they must make the proper arrangements to ask someone to lead their prayer meeting on their behalf.

## **MORNING DEVOTIONS**

Morning devotions are led by second year cadets and CFOT officers as a wonderful time of worship for the CFOT community. The experience also gives the cadet an opportunity to hone their preaching and leading skills with practical experience that will benefit their future congregations. Devotions are held in the chapel on Tuesdays and Thursdays, promptly at 8:30 AM - 9:10 AM using various, creative worship concepts. Each cadet will plan the meeting as well as prepare a sermon. An officer will be assigned to review the sermon and share feedback for the meeting to encourage the cadet and improve the devotional time.

## **SPIRITUAL FORMATION GROUPS**

Spiritual Formation Groups are prayed over and formed by CFOT leadership. They will be comprised of 4-8 cadets for the purpose of vulnerable, intimate, and accountable spiritual growth among peers. Groups will be expected to meet once a week for discussion, prayer, personal testimonies, etc. Each group may choose to pick a workbook or devotional book to work through during the semester. Quarterly check-ins will be conducted by CFOT Officers to provide oversight and accountability of all groups and their members.

## **ACTS OF SERVICE**

An important aspect of Spiritual Formation is the act of service. Wesley, Booth, Brengle, Sproul, Moody, and others have prescribed Biblical paths and theologies toward living a holy life and becoming more and more like Christ. The Salvation Army is not just an evangelical church, we were one of the few holiness churches with a



theology which included service. According to Robert Mulholland, “Spiritual formation is a process of being conformed to the image of Christ for the sake of others.” That means it is fourfold: 1) a process 2) of being conformed 3) to the image of Christ 4) for the sake of others.

Throughout the two-year Training Curriculum, cadets will engage with an “acts of service” component in a personal way. The Spirit of God is spontaneous in nature guiding believers to step out in faith, take risks for God, and do acts of service. Cadets will be expected to connect to this acts of service component in an individual way and decide in which ways they will meet this requirement.

All chosen acts of service should be documented and reported to the APMD’s (Assistant Principal for Ministry Development) office.

### **SPECIAL EVENTS**

Prayer – throughout the school year different prayer emphases will be shared, including the observance of 40 days of prayer to coincide with seasonal observances (Advent, Lent), Half Night prayer meetings, and others.

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

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

Holiday observances – special worship and fellowship events will be held to commemorate holiday seasons such as Thanksgiving, Christmas, and Easter. During Lent, the community may celebrate special events (Tenebrae or a Seder, for example) to help deepen our understanding of this important season.

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

Baby Dedications - baby dedications are a special event for families with new additions. These events must be approved and coordinated by the APMD’s office. Dedications will take place on Family Worship Sundays.

Spiritual Retreats – There will be an opportunity for 2<sup>nd</sup> year cadets to participate in an overnight retreat at a regional retreat center. It will be a time to practice Solitude and Silence as well as being guided by the staff at the retreat center so that the cadets can fully experience resting in His presence.

## **CREATIVE ARTS**

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

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

The purpose of the creative arts stream (drama and dance) at CFOT is to equip the cadets with the practical tools necessary to effectively run and/or support creative arts programs at the corps level. Classes will not only teach fundamentals of performance but will also focus specifically on teaching cadets how to teach, direct, and choreograph.

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

## **MUSIC**

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

Music needs for morning devotions, prayer meetings, special events, etc. will be coordinated through the Music Coordinator in collaboration with the SWFC. Any materials or devices needed must also be communicated through the Music Coordinator in collaboration with the APMD's office.

## **INSTRUMENTAL PRACTICE**

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

## **CHAPEL USE AND REHEARSALS**

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

To prevent conflicts, all daytime use of the chapel is to be coordinated through the Music Coordinator, who will check the availability for business hours (8:30 AM – 4 PM), all other requests (after 4 PM & weekends) must go through the ATPA Office. The Music Coordinator can also guide you to the most appropriate location for your program or rehearsal.

Sound checks and rehearsals will not be scheduled for the chapel when events, classes, or study are scheduled, or during evening library hours (6-9 PM Monday-Thursday). Exceptions must be made between the Music Coordinator and the Library Director.

**COMMUNITY GATHERING GUIDELINES**

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

**COPYING MUSIC, CCLI, & POWERPOINT GUIDELINES**

See *Copyright and Licensing* in the Curriculum section.

## PERSONNEL

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

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

The purpose of the Personnel Department is to come alongside the cadets and their families as they learn to embrace life in a community, as they affirm biblical standards and aspire to engage Christian disciplines at the College for Officer Training. The Personnel Department offers guidance, comfort, support; advocacy, counseling and correction when needed as cadets seek grow to in wisdom, grace, academic excellence, and relational holiness.

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

## GENERAL GUIDELINES

### APPRAISAL PROCESS

To cultivate an atmosphere of spiritual, moral, and intellectual growth reflecting God’s love in community, we will give have a respectful and transparent appraisal process each year. The appraisal process is an essential tool to assist cadets in realizing their strengths and pinpointing areas for further growth.

This process includes input from the individual Cadet as well as officers and is inclusive of all aspects of community life. The purpose of this process is to affirm and assist each Cadet in recognizing areas of strength, growth and maturity, areas needing attention and further developmental concentration, as well as encouraging self-reflection and goal setting.

Each Cadet is asked to set three goals that they would consider while at the College. Meetings are then held every 8-12 weeks to check on cadet goal achievement progress. During the Fall meeting, the Cadet is asked to make each goal a SMART goal (specific, measurable, achievable, related to ministry, and time-bound). This ensures further progress in goal setting and goal making. It is the intention to form goal making, evaluating, and reevaluating as a habit that will follow them throughout their lives.

In this self-goal setting and appraisal process, Cadets, Brigade Officers and all the Departments are further asked to complete different forms that encourage everyone to reflect on several traits. These traits include: Spiritual formation, the priority of family, self-discipline (including attitude, initiative, and motivation); also, often included are assessments of time management, leadership, relationship building, and the development of others, as skills the cadets may seek to strengthen. The cadets not only reflect on strengths but are asked to realize the abilities and characters that need to be further developed.

The cadets also contribute toward the process through interviews with their Brigade officers, who have the benefit of regular interaction with small groups of cadets on a regular basis throughout the year. These interviews ask the

Brigade officer to reflect on the Cadet's development in eight areas: social skills/teams ministry, emotional strength, platform ministry, pastoral ministry, administration, leadership, work ethic, and personal leadership. A report is given on their progress toward the goals they have set for themselves while at the College. The goal is that anything put in writing has already been discussed with the Cadet.

A review team will discuss a Composite Profile of each Cadets' growth and present a summary to the Cadet Appraisal Board. Data for this appraisal comes from academic instructors, brigade officers, mentors, and any other staff at the College who instruct or interact with the Cadet on a recurring basis. The Cadet Appraisal Board prepares a summary of the report with any further comments regarding the cadets. The Composite Profile drawn by the Cadet Appraisal Board will then be shared with each Cadet twice a year during an interview with the Director of Personnel and the Associate Director of Personnel. The Cadet will see the growth in areas of personal characteristics, participation in services to people, and involvement in support activities, as well as to perhaps see areas where there is a need to develop, and to receive guidance. The Cadet will be given an opportunity for input and response.

For the cadets, this process affords regular opportunity to assess their own progress through personal reflection and viewing feedback from their mentors and instructors, as well as affording the tools for defining action steps to correct deficiencies.

The final appraisal becomes a part of the permanent Territorial Personnel file of the newly commissioned officer, as they become a minister in The Salvation Army upon graduation from the College.

### **MENTORING PROGRAM**

An essential part of character formation includes individual mentoring relationships between Cadets and Officers. It is the desire of the Personnel Department that the Officer and cadet mentoring relationship be sincere in its development and purpose. Mentoring relationships will create appropriate settings for ongoing discipleship in the life of the Cadet. Objectives:

- Help Cadets to identify and achieve spiritual formation goals that support and encourage spiritual growth, social development, and relationship building that are necessary to Officership.
- Aid in the development of future leaders in the Salvation Army with the desire to improve their knowledge, skills, and abilities as a future Officer.
- Foster a higher level of social development through positive interaction with a Mentor.
- Equip cadets in areas of response, interaction, and problem-solving and teach them to live up to higher capability in their future role as a Salvation Army Officer.
- Create a culture that sees mentoring as an effective way of developing themselves as a great Officer.

It is desirable for the Cadet to select an Officer currently appointed to the CFOT. However, if a cadet comes to CFOT with a mentoring relationship with a seasoned Officer in place, it could be taken into consideration.

### **GUESTS ON CAMPUS**

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

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

All visitors and guests are required to be escorted by the cadet(s) at all times.

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

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

If the visitor or guest will be on the campus during meals and wishes to have meals in the cadet dining room, this must be indicated in writing on the special request form located in the Personnel Department. The visitors and guests can have dinner, during school days or brunch on Saturdays, but not on school days.

#### **\*SUNDAY WORSHIP – SPECIAL EVENTS**

Family members of Cadets are welcome to join us for Worship on the following days, with prior approval from the Director of Personnel or the Associate Director of Personnel:

Any Family Worship

Spring Campaign Send-off Meeting (Caregivers in residence)

Summer/Winter Assignment Service

Half Night of Prayer

#### **OVERNIGHT GUESTS ON CAMPUS**

Cadets are encouraged to consider the schedule of the community in making requests for guests to visit overnight. Cadets are strongly encouraged not to have overnight guests when they are expected to be fully engaged in college activities. (e.g. Out-Sundays, Spiritual Sundays, SALT, FET & SET, Kettles, or In-house events).

Cadets who request guests on campus overnight must have permission/clearance from the Personnel Department one week prior or in extenuating situations at least 24 hours ahead of time. Cadets who have an apartment alone or married couples may have immediate family members stay in their apartment a maximum stay of 4 nights. Cadets who live in shared apartments may request guest housing for their overnight guests. A guest apartment may be available with a maximum stay of 4 nights. Pets are not allowed in guest housing. There will be no campus services. Guest guidelines are in the Community Guidelines under the Campus Services section.

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

When parents are off campus overnight during Spring Campaign or other scheduled events, clearance must be given to all caregivers.

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

#### **OVERNIGHT OFF-CAMPUS VISITS**

Permission may be granted through the Personnel Department for cadets to stay overnight in the homes of family

or friends. Cadet(s) must notify the Personnel Department if cadet children are staying overnight in the home of family or friends. A Special Request Form must be completed.

## CO-ED VISITS

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

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

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

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

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

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

## GUIDELINES FOR CFOT HIGH SCHOOL STUDENTS (Grades 9 – 12)

These guidelines are a privilege and should be considered as such. Not following any of the policies will result in a loss of the privilege immediately until further notice is given by the Personnel Department.

### After School Hours (after CM closing)

With parental permission the High School Students can be left unsupervised by parents under the following conditions:

#### At Home

- Teens are permitted to remain in the apartment alone for no more than 3 hours. Parents are responsible for deciding whether or not the teen is mature and responsible enough to take care of herself or himself.
- The **Juniors and Seniors** can supervise their younger siblings at home (no more than 3 hours). Parents are responsible for deciding whether or not they are mature and responsible enough to take care of younger siblings.
- While at home alone, teens are not to have any visitors in the apartment

#### Outside

1. Teens can be unsupervised by parents while remaining in public view. Public view means the following:
  - a. Basketball or tennis courts
  - b. Pepper Field (during daylight hours only)
  - c. Davidson gym
2. Teen is responsible for their own behavior.

3. No “one on one” co-ed grouping is permitted without adults ‘supervision. Co-ed groups must have no less than three teens.
4. Outside guests on campus for teens must follow community guidelines requirements.
5. No wandering or hanging out in the woods, behind the buildings or any other area hidden from public view.
6. Curfew without adult supervision is 8.00 pm before the daylight savings and 7.00 pm after the daylight savings.

#### **GUIDELINES FOR CHILDREN OF CADETS ON CAMPUS - OVER 18**

1. Children over 18 years must be in school full time (as defined by institution or 12 credits) or working on a full-time basis (30 hours or more) to be accepted as a part of the CFOT community.
2. Children over age 18 who are high school students will be expected to follow the same rules and behavioral expectations as indicated under The Guidelines for High School Students.
3. Children over 18 years are expected to adhere to guidelines for community living as outlined in the Community Guidelines.
4. Flagrant disregard for guidelines for community living and safety will be discussed at a Review Council meeting and a recommendation sent to THQ accordingly.
5. Children over 18 years who apply to join their families after acceptance and arrival at CFOT will be considered on an individual basis in consideration of 1-3 above and the availability of housing.
6. Room and Board will be assessed in cooperation with the Business Department.
7. A job must be secured for these individuals within 30 days of arrival; failure to do so must be reported to Personnel who will work with the Business department on a case by case basis. Enrollment in school must be effective the September of the cadets’ arrival on campus.
8. There is no health coverage for children over the age of 26.
9. A cadet child 18 or older may be permitted to remain on campus while their parents are on Christmas assignment based on these conditions: 1) the child has had, and will continue to work, at a PT/FT job or be a full time student. 2) the child has their own personal vehicle for transportation to and from work. 3) there is current personal insurance on the vehicle. 4) the child has been in good standing as a member of the CFOT community as well as at work and school through the year. 5) the cadet parents are within a 2-hour drive back to CFOT during high traffic days.

#### **GUIDELINES FOR CHILDREN OF CADETS DURING THE SUMMER ASSIGNMENT (including children over 18)**

Since most of the staff are on furlough during the summer, and since children cannot be left unsupervised for a prolong period, no family members may remain at the school while their cadet parents are on summer assignment. This would apply whether they are assigned to and living in other states or remaining at the CFOT.

#### **GUIDELINES FOR CHILDREN OF CADETS ON CAMPUS PLAYGROUNDS & OUTDOOR PLAY**

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

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



### **CHILD AND ADOLESCENT SAFETY AND CURFEW**

While the individual rights of families are respected, the behavior of one child impacts that of another and the endangerment of any child on campus impacts the community. It is important that families set boundaries for their children and adolescents and ensure that those limits are respected. It is also vital that all safety rules set by the CFOT are respected and upheld by parents, so their children and teens will also respect and uphold these rules.

### **WINTER & SUMMER RECESS**

All cadets are expected to leave campus during the recess. Children must be supervised at all the times. No children are to be left home alone or on the campus alone. High School teens are expected to adhere to guidelines for community living as outlined under Guidelines for Children of Cadets on Campus – High School Students.

### **BEREAVEMENT/FAMILY ILLNESS ABSENCE**

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

*Maximum of five days:* Parents, Grandparent, Spouse, Children, Siblings

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

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

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

### **CONSENSUAL RELATIONSHIPS**

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

### **DATING/COURTING**

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

### **ENGAGEMENTS & MARRIAGE**

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

## ORDERS & REGULATIONS OF MARRIAGE RELATIONSHIPS

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

The following descriptions should be noted:

1. **Shared ministry the norm:** Because of the great benefits of shared ministry over a lifetime of service, the norm for officer marriages is that both spouses are officers. However, see paragraph 2 of this chapter, and paragraphs 3 and 4 of Chapter 2 “Married Officers” for exceptions that may apply in some territories.
2. **Exception – spouse moving towards officership:** As an exception to the norm, an officer may marry a person who is committed to moving towards commissioned officership, namely, an accepted candidate, Auxiliary Captain or, at territorial discretion, a cadet or cadet-lieutenant during their training period. In the event that it becomes clear that the non-officer spouse will not become an officer, the officer must surrender his or her officership at that point, unless accepted by the provision of paragraph 4 of Chapter 2 “Married Officers”.
3. **Consultation:** Recognizing that engagement and marriage will have an effect on officers’ appointments and, for those moving towards officership, on the training program, officers, accepted candidates, cadets, cadet-lieutenants and auxiliary-captains who are contemplating engagement and marriage are to inform their respective immediate leaders of this in writing so that consultation can take place before plans are finalized. Should there subsequently be any change to plans made, including the breaking of an engagement, the couple’s immediate leaders are to be informed. (Cadets who become engaged during their training are to notify the Training Principal in writing).
4. **Counseling:** It is recommended that engaged couples take advantage of the pre-marital counseling that will be offered during the engagement period and that both parties undergo medical examinations.
5. **Articles of Marriage:** Officers contemplating marriage should consider prayerfully, the articles of marriage (see *Salvation Army Ceremonies*).
6. **Salvation Army Wedding:** The wedding of officers should be consistent with Christian discipleship and avoid inappropriate ostentation and excessive cost out of keeping with an officer’s vocation and vows.

## WEDDING CEREMONY

The wedding ceremony must be guided by the Orders & Regulations for Officers.

## UNIFORM AND DRESS CODES

In community we strive to live in a manner that glorifies God in every way. Part of this includes a commitment to a high standard in and out of uniform wear. At times it may mean that community members may be challenged to give up their own preference in style or fashion as a respect for others. We also want to show respect for modest, neatness and cleanliness.

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

### UNIFORM STANDARDS

The College for Officer Training is guided by the Territorial Minimum Standards for Uniform Wearing in the USA as outlined in USA Eastern Territory Minute #4N. All approved uniforms for Officers, Soldiers and Cadets in the Eastern Territory are to be purchased only from the garments stocked and/or sold by the Territorial Supplies and Purchasing Department (Trade), and Cadets may wear only uniform items that have been approved by CFOT.

Cadets needing services of the tailor are requested to notify the personnel Trade liaison 48 hours prior to their visit. All visits to trade are to be processed through the Personnel Department. Classroom uniform may be worn to Trade.

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

### Regulation Uniform

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

#### **MEN:**

Regulation Lapel tunic with regulation slacks and appropriate trim

Navy blue or black socks, Plain Black dress shoes

Navy blue or black tie

White Shirt (Joseph – long or short sleeves) with appropriate trim and white undershirt

Black belt

William Wallace Trench Coat (whenever needed; Wool Coat allowed, but not required)

Officer's style cap with red trim, crest, and band (Outdoor events)



**WOMEN:**

Regulation Lapel tunic with regulation skirt or slacks and appropriate trim

Plain black dress shoes (no flats)

Off black hose

White blouse - long or short sleeves with camisole

William Wallace Trench Coat (whenever needed, Wool Coat allowed, but not required)

Woman's Hat with appropriate trim (Outdoor events).

**Classroom Uniform****MEN:**

Any Epaulet white shirt with appropriate trim and slacks sold at Trade

Navy or black tie

Black socks & shoes with a leather look

**WOMEN:**

Any Epaulet white blouse and white/ivory camisole

Uniform slacks sold at Trade, or the following:

- The Perfect Trouser by JC Penney Worthington (straight-leg) in navy
- Kohls Croft and Barrow straight-leg trousers in navy.

Trade purchased washable skirt.

Off-black hose with skirts (Black tights may be worn with classroom uniform in winter months only.)

Plain black socks with uniform slacks.

Black shoes with a leather look (no flats).

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



### Jackets

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



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

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

### HAIR

#### Women

Hair styles are to be neat, clean, and styled for uniform wearing. Avoid Neon or bright hair colors.

Maximum length of hair is collar length without touching the shoulder.

Ponytails are not to be worn while in uniform. Hair accessories are to be the same color as the hair and plain.

#### Men

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

### SHOES

#### Women

Plain black leather dress shoes (with a heel height of ¼ to 3 inches) when Regulation Uniform is required.

#### Men

Plain black shoes with leather dress shoes when in Regulation Uniform is required.

### **Accessories**

- Decorative jewelry (i.e., gold necklaces, earrings, etc.) is not a part of classroom uniform, full uniform, or Identity wear.
- Official engagement and wedding rings are allowed, and permission is granted for any cadet, single or married, to wear rings as follows: no more than one significant ring/band suitable to uniform wear.
- Session pins may be worn above the name tag on the right side of the uniform. Session pins may be worn for on-campus and off-campus events other than SET/FET, Candidates' Seminar, Commissioning, etc.
- The official cadet name tag is always to be worn on the tunic of the regulation uniform except when directed by the Personnel.
- Plain black purses and briefcases may be carried when in full uniform, whether outside or inside of CFOT, including for worship services in the chapel.

### **Identity Wear**

CFOT Identity Wear will be required when specified by the Personnel Department. Identity Wear includes the navy or maroon SA logo polo shirt provided with classroom slacks (Trade), appropriate casual pants/slacks/skirts that are tan, navy blue, black or dark denim jeans. As with any uniform, necklaces or piercings are not worn with Identity Wear.

### **Kettles**

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

## **CASUAL AND BUSINESS CASUAL**

### **Casual (Dress Down Days)**

Jeans should be clean with no rips. Button down shirt/blouse shirt with collar. No tight clothing, sweatshirts, spandex, low necklines, spaghetti straps, flip-flops, pajamas, or hats are to be worn. Dresses/skirts/shorts must meet CFOT guidelines (no shorter than 2 inches above your knees when standing or sitting). Footwear must be worn in all public areas.

Shorts, hats, and flip-flop shoes are permitted during personal time.

### **Business Casual**

There are specified times that will require more formal attire and modesty should always be considered. For business casual wear, choices other than jeans and sneakers are acceptable as described below.

### **MEN**

Dress shirt (with or without jacket and tie) or golf shirt with collar; dress slacks, Dockers, suit with dress shirt (with or without tie) and casual shoes.

### **WOMEN**

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

Dresses/skirts must meet CFOT guidelines (no shorter than 2 inches above your knees when standing or sitting).

### **GYM ATTIRE**

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

### **DINING ROOM**

#### **Sundays**

Tunics are required for the Sunday noon meal unless removal is permitted by the Training Principal.

#### **Weekdays**

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

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

### **GUM CHEWING**

No gum chewing while in uniform.

## DISCIPLINE AND GRIEVANCE POLICY

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

### DISCIPLINE AND TERMINATION OF UNSATISFACTORY CADETS

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

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

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

1. Staff officers will deal with a cadet at the point at which any of the above mentioned deficiencies appear. In the situation where the staff officer feels the cadet is not responding to his/her discipline and/or a negative pattern of behavior is developing, the staff officer will communicate these concerns to the Personnel Department. The Personnel Officers will deal with the cadet and, if necessary, follow up with an official reprimand.
2. If the situation is serious enough and improvement does not take place the Cadet Review Board, presided over by the Training Principal, may place the cadet on *Unsatisfactory Status*. Both the Territorial Secretary for Personnel and the cadet's Divisional Commander will be notified in writing about the Unsatisfactory Status. Both the Director of Personnel and the Associate Director of Personnel will meet with the cadet to inform him/her of his/her unsatisfactory status and to outline specific steps for improvement that must be taken. The cadet will also be asked to submit his/her own proposals for improvement. Following the interview, the Director of Personnel or the Associate Director of Personnel will send a letter to the cadet, with a copy to the Principal, outlining the required steps for improvement.
3. If a problem continues the Review Board may recommend that the cadet be put on *Probation* or moved from *Probation to Termination*, and if so, the plan for improvement will be updated. The probation requirements will be submitted by the Principal to the Chief Secretary. The cadet will be informed in writing and interviewed by both the Principal and the Director of Personnel. The Director of Personnel and the Associate Director of Personnel will share with the cadet the updated plan/requirements for improvement that he/she has approved. The cadet's Divisional Commander will be informed that the cadet is on probation by letter from the Training Principal.
4. If there are no improvements in the situation, the Review Board may recommend termination. The recommendation for termination will take one of two forms depending upon whether the cadet is in residence at the College or on summer assignment:
  - a. That the cadet be terminated and leave the College or assignment immediately.
  - b. That the cadet's return from assignment be deferred until a specified time has elapsed and the cadet has complied with the stipulations.



5. The Territorial Commander will render a decision regarding termination. The Training Principal will relay this decision in writing to the cadet with copies of correspondence directed to the Divisional Commander and Territorial Candidates' Secretary.

If the decision regarding termination takes the form of a deferral with the possibility of a later return to training, the Training Principal will supply the Territorial Candidates' Secretary with a list of the specific stipulations that must be met before reacceptance is considered.

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

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

1. a victim of such offense is a member of the campus community, cadet, faculty or staff.
2. the offense occurred at an CFOT sponsored or sanctioned event.
3. the accused cadet used their status as a member of the CFOT community to assist in the commission of the offense. (i.e. Student ID card used to cash a bad check, etc).
4. the offense seriously impairs the pursuit of the CFOT's objectives.

The CFOT's adjudication of any violation of this code may proceed independently of any action taken by the state, federal or municipal agencies. The CFOT reserves the right to refer incidents of misconduct to civil or criminal authorities. This code is designated to protect the rights of all members of the CFOT community so that they can prosper academically, spiritually, socially and personally. In order for this code to work effectively, cadets must take responsibility for confronting behaviors exhibited by their peers that negatively impact their experiences and violate established standards of behavior. It is imperative that cadets work in partnership with CFOT faculty and staff members to protect the rights they have been afforded. The CFOT reserves the right to change policies or procedures maintained herein at any time during cadet enrollment period provided such changes are announced throughout the CFOT community via official bulletin boards, office publications or CFOT web-based technology.

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

## **SERIOUS OFFENSES**

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

- a. Dishonesty – repeated deliberate untruthfulness, deceit, or lack of sincerity.
- b. Immorality.
- c. Insubordination.

- d. Use or possession of pornographic materials.
- e. Any other conduct, which renders the cadet, in the judgment of the Training Principal/Review Board unfit to be an officer.

In cases requiring immediate action, the Territorial Commander and Chief Secretary will be informed, and a request for immediate termination submitted.

### **SERIOUS HEALTH PROBLEMS**

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

### **INCAPACITY FOR OFFICERSHIP**

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

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

### **CADET CODE OF CONDUCT**

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

1. The intrinsic value of the person stands above other values. The personal rights and dignity of individuals are to be held inviolate, to take precedence over any academic goal set forth by the College.
2. A cadet is respected as a responsible person. They therefore are fully encouraged to make informed decisions with respect to their own education/spirituality and to be involved in College decisions possible.
3. Just as the individual cadets have their own personal rights, so the College has an obligation to exercise its rights and privileges in conformity with the laws and procedures governing its actions.
4. The CFOT recognizes that freedom to teach and freedom to learn depend upon opportunities and conditions in the classroom, on the campus and in the larger community. The responsibility to secure and respect general conditions conducive to learning is shared by all members of the academic/spiritual community. Freedom is meaningless unless responsibility is also present.

As a result of the high caliber of men and women the CFOT attracts, the code of student responsibility reflects the emphasis on responsibility in spiritual, academic, and non-academic areas of College life. It is the intent of these guidelines to provide support for the educational and religious aims of this College without unduly

restricting or diminishing the College community experience. This document outlines the minimum acceptable level of conduct expected of every cadet at the CFOT. The policies and procedures outlined are those that cadets, faculty and administrators at the College have designed to further the education or religious aims of the College and to assist all cadets in the pursuit of their educational, spiritual, personal and social development.

### **REASONABLE DIRECTIVES FROM CFOT OFFICERS OR STAFF MEMBER**

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

### **SALES AND SOLICITATION**

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

### **HARASSMENT, DISCRIMINATION & ASSAULT IN THE CFOT COMMUNITY**

Acknowledging that racism, discrimination, gender bias, and sexual harassment are fundamentally incompatible with the Christian conviction that all people are made in the image of God and are equal in value, The Salvationist tradition has, in its history and mission, deep and abiding respect for the dignity of individuals and their cultures. As a community of faith, The College for Officer's Training believes that the world is enriched by a diversity of cultures and ethnicities, and as such disavows discrimination, condemns sexual harassment, and affirms racial and gender diversity and equality. The College for Officer's Training firmly believes that racism, discrimination, gender bias and sexual harassment are contrary to God's intention for humankind.

The College for Officer's Training is committed to providing and maintaining a healthy living and working environments for all cadets, cadets' children, staff and faculty members, free of harassment, discrimination and/or assaulting behavior of any kind against any person or group of individuals based on race, gender, age, national origin, religion, marital status or disability. In accordance with Salvation Army values, its role as an educational institution, and local, state, and federal laws, the CFOT condemns any such form of harassment, discrimination and/or assaulting behavior in the CFOT community. To this aim, the following grievance policy is in effect:

- Cadets who believe that they have been subject to unlawful discrimination, harassment or retaliation should submit a confidential written report to the Director or Associate Director of Personnel. Any cadet or cadets' child found to have engaged in such conduct is subject to CFOT disciplinary sanctions up to and including probation and/or termination. In addition, any cadet or cadets' children who violate any state, federal or municipal law, shall be subject to disciplinary action for said offenses by the appropriate authorities.
- The Director and/or Associate Director of Personnel will conduct an initial review of the complaint to gather sufficient information from the cadet to understand the nature of the complaint and to determine whether the alleged behavior violates this Policy. If the Director and/or Associate Director of Personnel determine that the alleged conduct violates this Policy, they will refer the matter to the Training Principal and/or the Assistant Training Principal for Administration for follow-up.
- It should be noted, if any of aforementioned positions are mentioned in the complaint, they will be excluded from the grievance process.

## **SEXUAL HARASSMENT POLICY**

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

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

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

## **DEFINITION OF SEXUAL HARASSMENT**

1. Sexual harassment includes but is not limited to any unwelcomed sexual advances, direct or indirect, request for sexual favors and other verbal or physical conduct of a sexual nature when a submission to or rejection of such conduct is made or is threatened to be made, either explicitly or implicitly:
  - a. A term or condition of instruction, employment, or participation in other CFOT activity.
  - b. Submission to or a rejection of such conduct by an individual is used or is threatened to be used as a basis for evaluation in making academic or employment decisions affecting that individual or
  - c. Such conduct has the intended purpose or can reasonably be expected to have the effect of interfering with an individual's academic or professional performance or advancement, or creating an intimidating, hostile or offensive educational living or working environment.
2. The CFOT's sexual harassment policy and procedures also apply to gender harassment. Gender harassment includes verbal or physical harassment that is based on the person's gender but that is not sexual in nature.
3. It is a violation of this policy for any administrative faculty or staff member of the CFOT to offer or request sexual favors, make sexual advances, or engage in sexual conduct, consensual or otherwise. In such circumstances, consent may not be considered a defense against the charge of sexual harassment in any proceeding conducted under the CFOT's sexual harassment policy. The determination of what constitutes sexual harassment depends upon the specific facts and the context in which the conduct occurs.

## **SEXUAL HARASSMENT COMPLAINT PROCEDURE**

### **1. Reporting and Resolution**

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

**2. False Complaints**

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

**3. Confidentiality**

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

**4. Investigation Process**

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

**5. Further Investigation**

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

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

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

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

**6. Retaliation**

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

## CADET GRIEVANCE POLICY/PROCEDURE

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

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

In matters of **personal, spiritual, and living condition**, students are to consider the process of the above approach suggested in academic matters, however, often these situations can be more private, anxiety-producing, and mentally painful. In our experience, some of these personal conflicts and situations are so distressing, that the complainant (those feeling injured) can NOT approach the perceived offender and should not without advice and/or support. In these more personal matters, the Director of Personnel is considered the final mediator, advocate, and aid for the complainant.

The following procedures should be pursued: after careful prayer and searching for God's will and advice, the Director of Personnel should be informed of the complaint. A written statement of the perceptions of the complainant of the incident(s), interaction(s) producing the complaint should be completed. Care must be taken by the complainant to avoid involving other cadets, staff or faculty to "build a stronger support" group. However, a single, individual, officer faculty member may be helpful in providing greater insight and perspective on these matters.

The Director of Personnel must then bring the complaint forward to the accused party and seek understanding, enlightenment, and changes; this should occur within 25 days of receipt of the written complaint. This mediation and often educational procedure with the offending person(s) should be completed as quickly and thoroughly as possible and the accused **MUST** avoid any threat or appearance of retaliation to avoid further conflict and,



perhaps, punishment. The decision of the Director of Personnel in mediation and/or punishment must be formally written and provided to both parties in a timely fashion (preferably within 10 days of the interview with the defendant) and is to hold in these matters.

If either the complainant or the defendant is not satisfied with the decision, they can appeal to the Training Principal of the College. The appeal must be made within 25 days of the filing of the Director of Personnel's written report/response to the two parties. The Principal will provide the College's final written ruling (generally within 14 days) as a recommendation to the Cadet Review Board; recommendations from this process must ultimately go to the Board of Directors of the College at Territorial Headquarters for final action. When deliberations are complete and final action/resolution has been decided/reached, only formal complaints will enter the permanent files of the Director of Personnel and, depending upon outcome, the cadet(s) involved.

Finally, in matters of **Discriminatory Harassment**: The CFOT strives to maintain a community characterized by a respect for others. Our culture of respect means that no type of discriminatory harassment is to be tolerated. Any member of the CFOT community who witnesses or has been subjected to actions or words constituting harassment is encouraged to report the situation to the Director of Personnel, as soon as possible. All complaints will be investigated promptly and in as impartial and **confidential** manner as possible. All members of the CFOT community are required to cooperate in any investigation of complaints or harassment. A timely resolution of each complaint will be reached and communicated to the parties involved.

Cadets suffering conflict or harassment are encouraged to notify the alleged harasser that the behavior in question is offensive and unwelcome; however, failure to do so will not preclude filing a complaint. In addition, by utilizing the College's complaint process, a complainant does not lose the right to file a complaint with any outside enforcement agency when necessary. The Director of Personnel (or designee) will investigate all complaints and every effort will be made to respect the confidentiality of all persons involved, consistent with the officer's duty to investigate and resolve such complaints under federal and state regulations. An attempt will be made to resolve the complaint on an informal basis.

If the matter cannot be resolved on an informal basis, the complainant will be encouraged to file a formal complaint, according to the processes specified directly above. A written copy of the complaint will be provided to the person against whom the complaint is being made. The Director of Personnel (or designee) will endeavor, whenever possible, to report the final results of the investigation, including the response of the person against whom the complaint is made and the complainant, to the Training Principal within 45 working days. The Director of Personnel alone will notify the parties of the action(s) to be taken unless an appeal is made by either party to the Principal. Any attempt at retaliation or threat of retaliation against any person exercising their right to make a formal or informal complaint or testify or offer evidence connected with the complaint is a violation of this policy.

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

## DISCIPLINARY PROCESS – COMPLIANCE

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

*Please see **"Security, Safety & Sensitivity"** booklet for information on the following:*

**INCIDENT REPORTING PROCEDURE**

**SECURITY/SAFETY EQUIPMENT**

**ILLEGAL POSSESSION OF CONTROLLED SUBSTANCES OR WEAPONS**

**HAZING**

**THEFT, MISAPPROPRIATION, MISREPRESENTATION OR UNAUTHORIZED SALE OR USE OF CFOT PROPERTY**

**CIVIL OR CRIMINAL OFFENSES**

**DISORDERLY, VIOLENT OR DANGEROUS BEHAVIOR TO SELF OR OTHERS**

**REASONABLE DIRECTIVES FROM CFOT OFFICERS OR STAFF MEMBER**

**SALES AND SOLICITATION**

**HARASSMENT, DISCRIMINATION & ASSAULT IN THE CFOT COMMUNITY**

**SEXUAL HARASSMENT POLICY**

**DEFINITION OF SEXUAL HARASSMENT**

**SEXUAL HARASSMENT COMPLAINT PROCEDURE**

**CADET GRIEVANCE POLICY/PROCEDURE**

**DISCIPLINARY PROCESS – COMPLIANCE**



## HEALTH AND WELLNESS

### HEALTH CARE PHILOSOPHY

The College for Officer Training operates on the premise that every cadet, by virtue of his/her acceptance, gives an indication of sound physical health and functional fitness.

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

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

There are times when the Health and Wellness office will be closed (Long Free Weekends, Unscheduled days, Holidays, Summer Assignment, weekends etc.). The cadet is responsible to seek medical attention on their own during these times. Cadets can access a list of medical providers on the Share drive or at the Health and Wellness Office.

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

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

### REPORTING AND TREATMENT OF ILLNESS

For any absence related to illness (cadet or cadet child) the cadet must send a note via email to [CFOTSickReport@use.salvationarmy.org](mailto:CFOTSickReport@use.salvationarmy.org). Sick reports should be submitted for anything missed on the educational calendar including detail. Do not include the reason for your absence when you file a "sick-report". Just state, "I or my child will be out." This includes ALL days of scheduled activities including Sundays and Kettles. If a cadet leaves a class early due to illness or needs to pick up a sick child, they must submit a sick report for the rest of the day. The sick report should be sent in advance of any illness.

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

When a Cadet (or child) is absent due to illness it is expected that the Cadet (child) will remain in their quarters (except to go to the doctor or pharmacy) throughout the day and evening. In some cases, the Cadet may be well enough to return to classes at some point in the day and may do so when cleared by the Registered Nurse. It is unacceptable to go to the dining room, other campus activities (including Campus Ministries), to other Cadet living quarters or, in the case of illness, to have visitors in your quarters. Because we live in community and illness spreads very quickly, each Cadet is expected to respect the request of visitor limitation.

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

There is an emergency vehicle available for urgent medical purposes only. The vehicle can be obtained through the Health Office. The emergency vehicle's use is at the discretion of the Director of Personnel/Associate Director of Personnel and the Health Office. If you are unable to contact the Associate Director of Personnel or the Health Office, contact the Transportation Officer.

**All routine medical and dental appointments are to be scheduled during unscheduled time** and reported to the Health Office (refer to the attendance policies section of the CFOT Catalog for policies concerning absences from classes and assignments.). If there is a scheduling conflict, the responsibility lies with the Cadet to make proper arrangements through the Personnel Department by submitting a Special Request form at least **48 hours** prior to the appointment time, except in the case of an emergency.

**If a Cadet has medical restrictions from activities** (including classes, details, MMT), a detailed report must be obtained from the doctor who is restricting activity and submitted to the Health Office. If the restrictions continue past the recommended time prescribed, the Cadet will need to have further evaluation. They will also need to meet with the Personnel Director to determine a plan of action. **If follow up treatments or appointments are required, the Cadet will inform the Health-Office of the date and time of these appointments as soon as they are scheduled.**

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

#### **CAMPUS ILLNESS AND SAFETY**

The Health Office regularly reviews information and guidance from the New York State Department of Health and the Rockland County Department of Health regarding health alerts and communicable diseases of concern. When adjustments to health and safety policies are made due to recommendation and/or mandate from these governing bodies, all members of the CFOT community are expected to adhere to the guidelines for compliance.

#### **FOOD FOR ILL CADETS**

Since ill cadets are not permitted to come to the dining room, if you require assistance in obtaining food from the dining room, you may contact the Health Office or Personnel.

#### **PREGNANCY**

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

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

- Name of Obstetrician/Midwife/OB practice
- Expected Due Date as confirmed by health care provider
- Schedule of prenatal appointments
- Note from health care provider regarding physical restrictions as necessary

#### **MATERNITY AND PATERNITY LEAVE**

The day following the infant's delivery the father will begin his five-day paternity leave. These days are to be taken consecutively and do not include weekends and/or holidays. Maternity leave begins the day of delivery and is usually 4-6 weeks on the advice of physician and in consultation with the mother. The cadet mother may participate in community as she feels able and at her discretion during her maternity leave. The newborn is

welcome in community at the parent's discretion. All women on the six-week maternity leave must have a note from their obstetrician, clearing them to return to classes and activities. If an extension to the standard 6-week leave is needed, a note from the doctor and discussion with the Director of Personnel/Associate Director of Personnel and the Health Office will be necessary.

When the mother is cleared to attend classes, the parents will begin attending classes and full activities on an alternating basis, unless contraindicated by the mother's physician. The cadet mother will then resume assigned Friday details, full class attendance and all field activities after the doctor releases the infant into Campus Ministries Daycare. Daily details will resume when the child is 6 months old.

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

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

There is provision for reimbursement of formula and/or baby food up to the child's first birthday. The Business Office will accept receipts for reimbursement up to \$150.00 per month when formula is being purchased and \$50.00 per month for baby food. All receipts for reimbursement should be submitted to the Registered Nurse and then brought to Finance.

While the cadet is on summer assignment, they receive an allowance. Therefore, it is the cadet's responsibility to purchase the baby formula/food without reimbursement. Upon returning and starting their second year the cadet can apply to receive reimbursement once again until the child no longer qualifies.

The cadet parent will notify the Health Office and the Director of Personnel/Associate Director of Personnel upon the delivery of the child. The cadet will provide the infants information. (Time of birth, sex, name, weight, length) The Director of Personnel will then proceed to send this information onto The Training Principal, THQ Personnel Secretary and the cadet body.

### **EXPENSES and MEDICAL COVERAGE**

Cadets have medical, dental and vision [coverage](#) comparable to active officers. First year's cadets should be current with dental maintenance. If a cadet needs to have dental cleaning (it has been 6 months since the last cleaning), the cadet should inform the Health Office and make an appointment with a local dentist. Cadet dental insurance is to maintain dental health and for treatment of emergency dental conditions. Cadets and cadet children should not start any orthodontia, reconstructive, or cosmetic dental procedures while in training. Chesterfield representatives provide an informational seminar each fall to instruct cadets on the proper procedures of using their insurance plan. Please refer to their written instructions and if necessary, call their customer services line.

When you spend money on prescriptions or medical supplies bring receipts to the Health Office to be signed and then present the receipts to Mrs. Robin Fraser in the Business Department for reimbursement.

### **HEALTH PROMOTION AND WELLNESS**

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

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

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

### **WEIGHT MANAGEMENT**

The Health Office is available to support and address any concerns on an individual basis and will discuss an action plan strategy.

Every cadet is encouraged to maintain healthy body weight and physical condition by:

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

### **PHYSICAL FITNESS**

As part of their training at the CFOT, all cadets are required to engage in regular physical activity to meet the physical fitness requirement as specified by the Health Office. Any exceptions or accommodations will be made by the Director of Personnel/Associate Director of Personnel in consultation with the Health Office. The physical activity requirement can be met by personal exercise, group fitness, recreational activities or CFOT Sports Programming. Please see the section on SPORTS, RECREATION AND FITNESS PROGRAMS for more information.

### **BORROWED EQUIPMENT FROM HEALTH OFFICE**

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

### **SPORTS, RECREATION AND FITNESS PROGRAMS**

Sports programs are offered as an extension of the Health and Wellness Office to enhance the physical and holistic needs of the CFOT community. The programs will offer a variety of opportunities to provide a healthy physical outlet, while also providing social opportunities for building community. Sports activities offered will model programs to cadets that can be used in corps settings to enhance the ministry of the local corps. In addition, recreation and fitness opportunities will be available.

### **PROGRAM GOALS & OBJECTIVES**

- Offer programs that will provide opportunities for physical activity, leading participants to maintain a healthy lifestyle through exercise, the release of stress, community building, and spiritual refreshment
- Provide opportunities for healthy competition and fellowship in the CFOT community.
- Offer sport activities and recreation for cadets, cadet families, officers, and employees throughout the school year.

- Model Christ-centered sports programs that can be used in the corps setting to enhance ministry and outreach.

### ACTIVITIES & SCHEDULE

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

1. \$10.00 for cadets (\$20.00 for officers/employees) for any Sports leagues per quarter.
2. \$10.00 for cadets (\$20.00 for officers/employees) for swimming at the Suffern HS per quarter.
3. Any other additional fees (for participation or T-shirts) will be announced at the time of registration for any relevant activity.

Some specific activities to be included are as follows:

- Co-ed Volleyball League & Open Gym Volleyball
- Women's' Basketball (Year by Year)
- Men's' Basketball League & Open Gym Basketball
- Co-ed Soccer League & Open Gym Soccer (year by year)
- Open Gym - Basketball & Soccer (on Pepper Field)
- Weight Rooms: Weight Rooms are in Agnew basement and Davidson gym on the 2<sup>nd</sup> FL
- Bicycles are available for cadets and cadet family members and can be checked out quarterly from the Health and Wellness Specialist.
- Game Room: Davidson. Pool table, ping pong, bubble hockey, darts, arcade games, and a TV.
- Other Activities: Corn Hole, Slam Jam, Ladder Ball, Tennis, Frisbee, Soccer ball, Volleyball, Basketball, Kick Ball, Wiffle Ball and Bat, and Bikes
- Special Events: Pepper Bowl, Watson Classic, Davidson Cup, Mini Basketball Tournament, Sports Ministry Banquet (year by year)
- The Health and Wellness Specialist will announce and post information about scheduling for all sports activities using the Watson Gym bulletin board, internal email, and public/private Facebook groups as appropriate.

### EXERCISE ROOMS

There are two Fitness Centers: one in Agnew Hall basement & one on the second floor of Davidson. The exercise room hours are open from 5:30 am to 11:00 pm.

All users (officer, cadet, employee) must read, sign, and submit a copy of the Exercise Facility Rules and Regulations. These will be kept in the Health Office.

The following guidelines must be respected in both areas:

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

Observance of any addition posted rules and regulations is required. These facilities are for the use of CFOT community members only, unless approved by Administration.

## **USE OF GYMNASIUM**

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

## **GYMNASIUM GUIDELINES**

### **Scheduling**

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

### **Food/Water**

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

### **Supervision**

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

### **Misconduct**

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

### **Equipment**

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

### **Clothing**

- Proper athletic attire is required. Shirts must always be worn.

- Bare feet, open-toed, street shoes or athletic shoes that mark the floors are not permitted in the gyms or on the courts. Metal cleats are not permitted in the building.

### **Safety/Security**

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

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

All issues with gymnasiums, fitness centers, sporting equipment and recreation resources must be reported to the Registered Nurse and the Health and Wellness Specialist for prompt attention.

## CAMPUS MINISTRIES

### PURPOSE

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

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

Many of the specific rules and procedures regarding Campus Ministries are detailed in the Campus Ministries Agreement (Officer/Cadet and Employee). It is expected that any parent with a child in Campus Ministries will read, sign, and abide by the information outlined in the Agreement. Additionally, Campus Ministries implements a Behavior Policy, which all parents should review with their children in an age-appropriate way, sign, and be familiar with. For any questions regarding these policies, please communicate with the CM Director.

### CAMPUS MINISTRY SAFETY & SECURITY

- For the safety and security of all participating in our Campus Ministries Program, it is prohibited to use the CM Hallway as a walkthrough.
- Further policies and protocols please refer to *"Security, Safety & Sensitivity" booklet*.

**All children enrolled in Campus Ministries will be assigned to "groups/cohorts/pods. Children who have not been assigned to a CM pod may not participate in group activities with designated CM cohorts, until their registration has been completed.**

**As per the NYS Office of Children and Family Services, Section 418- (1.8) (1) 1-3**

- (l) Group size and mixing different age children within groups.
- (1) Group size refers to the number of children cared for together as a unit. Group size is used to determine the minimum teacher/child ratio based upon the age of the children in the group.
- (2) Group size must be maintained in common areas of the day care center building and grounds. CM pods will occupy the playgrounds as per their daily schedule.
- (3) Groups of children may not be mixed together to use outdoor play areas, exercise areas, gym rooms or other common areas of the center unless, the space is large enough to accommodate multiple groups which must be kept separate.

### ROLE OF CAMPUS MINISTRIES' - INFANTS THROUGH PRESCHOOLERS

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



### **ROLE OF CAMPUS MINISTRIES' - GRADES K-5**

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

### **ROLE OF CAMPUS MINISTRIES' - GRADES 6-12**

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

### **CONTACTING CAMPUS MINISTRIES**

In the event of an emergency, illness, or transportation problem:

**Campus Ministries Director x21249**

**Campus Ministries Site Coordinator x21248**

**Campus Ministries Program Coordinator x21250**

### **CAMPUS MINISTRIES – YOUTH PROGRAMMING**

#### **Weekday Corps Youth Programs**

Campus Ministries together with Mission and Ministry Training provide a wide variety of **corps** programs for the CFOT community. Although the complement of programs may vary from year-to-year, based on continued evaluation of needs and interests of the ever-changing demographic on campus, the programs listed below have been offered in recent years.

#### **Discipleship Opportunities**

- Totally His! (Junior Soldier Preparation Course),
- Junior Soldiers (Age 7-5<sup>th</sup> Grade)
- Honor Junior Soldiers
- Corps Cadets (Grades 7-12)
- Bible Bowl

#### **Fellowship Opportunities**

- Moonbeams (4 & 5 yrs.)
- Sunbeams (grades 1-5)
- Adventure Corps - Explorers (grades 1-4) and Rangers (grades 5-8)
- Girl Guards (grades 6-12)

#### **Worship/Arts/ Ministries**

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

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

### **CAMPUS MINISTRIES - SPIRITUAL FORMATION FOR K-12<sup>TH</sup> GRADE**

The Youth Ministries staff hopes to reach out and support the children and families of the CFOT. We hope to grow individually and together, spiritually, and socially. We strive to PROVIDE three teen rooms that give opportunities to engage the mind and the soul, and that foster faith, friendship, and fellowship. We hope to SEE and to BE with the CFOT children in our After-school program, small groups, SALT fellowship, and field trips. We hope to learn who God made us to be, to share in His community in life-giving ways, to prepare for the journey He has designed for us.

#### **Small Groups**

Each child within the care of Campus Ministries will be assigned to a small group. These small groups will meet on a regular basis addressing personal issues, working on relationships, conflict resolution, and development of a deeper prayer life. Specific curriculum created with small group ministry in mind has been used in the past. Our small group leaders are hand-picked from among the Campus Ministries Staff and Cadets.

#### **Officer Kid School**

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

### **CAMPUS MINISTRIES – SUNDAY WORSHIP**

There are three types of Sundays at CFOT: Family Worship Sundays, Mission & Ministry Training Out-Sundays, and Spiritual Day Sundays. These Sundays all children and teens remain at CFOT. Family Sundays include everyone on campus so on these days, all children & teens remain at CFOT with their parents to attend Sunday School and Church. While Cadets are engaged in Mission & Ministry Training Out-Sundays and Spiritual Day Sundays, ALL children will again remain on campus for worship with the Campus Ministries Staff.

#### **Family Worship Sundays:**

Families worship all together at CFOT:

10:00am United Sunday School

11:00am Morning Worship

(Cry Room provided for parents with children under 2, on an as needed basis- Principal's Lounge)

12:00pm Lunch for the entire family- Cadet Dining Room

#### **Mission and Ministry Training Out Sundays:**

Campus Ministries open 15 minutes prior to the earliest brigade departure. Children & teens remain in Family Care & Teen Ministries until their parents return.

8:30 - 9:00am A light breakfast is served in Dining Room under Campus Ministries' staff supervision.

9:00 – 9:20am Sunday School Opening

9:25 – 10:15am Sunday School Classes

10:15 – 10:45am Break and Snacks

## College for Officer Training

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10:45 – 12:00pm Morning Worship

12:00 – 1:00pm Lunch

1:00 – 2:30pm Activities

### **Spiritual Day Sundays** (with Sunday School classes)

9:15am CM opens for infants –Pre-K class

9:30am Sunday School Classes

10:15am Snack

10:30am Children/Teen Worship

Lunch

### **Spiritual Day Sundays** (without Sunday School Classes)

9:45am CM opens

10:00am Children/Teen worship

Lunch

## **PUBLIC SCHOOLS**

### **Contact Information for Suffern Central Schools**

Cherry Lane Elementary School 357-3988

Montebello Elementary School 357-4466

R.P. Connor Elementary School 357-2858

Sloatsburg Elementary School 753-2720

Viola Elementary School 357-8315

Suffern Middle School 357-7400

Suffern High School 357-3800

### **Registration**

Accepted candidates are expected to complete and submit all school registration forms received from the CFOT Campus Ministries Director within 14 days of receipt. As a part of this process, parents will be expected to ensure that their children have up-to-date immunizations, and a record to verify the immunizations.

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

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

### **Emergency Contacts**

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

### **Lunches**

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

### **School Relationships**

The Campus Ministries Director acts as liaison between the College for Officer Training and the Suffern Central School District in matters of support and coordination. Parents are expected to actively participate in their child's education and attend parent-teacher conferences, IEP meetings, 504 meetings, etc., The Special Request form must be submitted to the Personnel office if a cadet will miss class time to visit his child's teacher or school officials. Whenever possible, Cadets should make appointments before or after CFOT class time.

### **Transportation**

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

Campus Ministries employees will meet the children (Grades K – 5) at the bus stop each morning and afternoon on days when Campus Ministries is open. Children will return to Campus Ministries after getting off the bus each afternoon. Campus Ministries is responsible for escorting the elementary aged children from the bus when parents are in assigned classes or activities. Middle school and high school students walk to CM teen area together following school.

If a child misses the school bus in the morning, the parent is responsible to secure transportation for him or her. In such a case, parents must notify the Personnel Office at ext. 21216. A parent is not excused from classes to stay home with a child who has missed the school bus.

If a child misses the school bus after school, the public school will attempt to contact first, both the parents and then staff of Campus Ministries. Campus Ministries will make every effort to contact the parents. (Note: it is very important to list the Campus Ministries Manager, Campus Ministries Director, and Personnel Office on the emergency contact card from the public school.)

### **NY State Regent Exams**

In January and June, the High School students may have to take one or more Regents Exams. The school sends home a schedule for these exams. These are required for graduation in New York state.

Details surrounding June Regent exams will be announced, organized, and handled on a yearly basis by the public schools.

### **Weather-Related School Closings**

Campus Ministries works alongside Administration in determining schedules and childcare availability during snow days. Parents will be notified directly by the Public school of delays and closings. CFOT Administration will contact the community with regards to how that affects childcare on those days.

### **PARENT MEETINGS**

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

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

### CHILD CARE FOR SPRING CAMPAIGN

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

For infants through preschool-age children, Campus Ministries remains open on weekdays during Spring Campaign.

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

### CARE AND SUPERVISION OF TEENS

#### While Parents Are on Campus

When parents are **on campus** teens in **grades 6-12** must report to Teen Ministries (no earlier than 15 minutes before the scheduled activity). These teens will be required to go directly to Teen Ministries upon their arrival at CFOT from school. They are to remain in Teen Ministries until a parent pick them up.

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

**Teens who work at CFOT** must adhere to guidelines on page ... when not at work.

#### While Parents Are Off Campus

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

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

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

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

### GUIDELINES FOR HIGH SCHOOL STUDENTS

These come with a “no tolerance” policy and any breaking of these rules will result in a loss of the privilege immediately and for the remainder of the year.

### AFTERSCHOOL HOURS (Applicable only to Junior and Senior High School students)

Parents will be given three options for after school hours for their teens. Parents will be given a form to

complete and submit to Campus Ministries. This agreement regarding after school arrangements may be changed by parents at any time. Choices will be as follows:

- Juniors and Seniors High School student are permitted to go home after school after checking in with Campus Ministries first. Teens must remain in their own homes during this time and cannot have visitors.
- Juniors and Seniors High School student will go directly to Campus Ministries and remain in the care until a parent pick them up.
- Juniors and Seniors High School students are permitted to stop at home immediately from the bus but must arrive at Campus Ministries by 3:00 pm.

#### **DAYS OFF SCHOOL**

- High School students are permitted to sleep in on days off school and arrive at CM at 9:30 am. The consequence of not arriving on time will be the loss of the “sleep in” privilege.
- High School students are free to walk to and from lunch on their own.
- Juniors and Seniors are permitted to go home at 2:30 pm, in conjunction with their parents’ signed agreement regarding after school hours. Teens must remain in their own homes during this time and cannot have visitors.

#### **MISSION AND MINISTRY TRAINING SUNDAYS/KETTLE SATURDAYS**

- High School students are permitted to sleep in on Mission and Ministry Training Sundays and must report to Campus Ministries by 9:30 am.
- Juniors and Seniors are permitted to go home at 2:30 pm, in conjunction with their parents’ signed agreement regarding after school hours. Teens must remain in their own homes during this time and cannot have visitors.

## BUSINESS

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

The Business Department manages all Finance, Property, Vehicles, Insurance, and Campus Security for the college. It is composed of the following departments: Finance, Maintenance & Property, Transportation, Home Office, Campus Services, and the Director of Business Office. The following E-mail addresses will help you navigate Business Department requests:

- Director of Business Office: [USECFOTDirectorOfBusiness@USE.SalvationArmy.org](mailto:USECFOTDirectorOfBusiness@USE.SalvationArmy.org)
- Home Office: [CFOTHomeServices@USE.SalvationArmy.org](mailto:CFOTHomeServices@USE.SalvationArmy.org)
- Maintenance: [CFOTMaintenance@USE.SalvationArmy.org](mailto:CFOTMaintenance@USE.SalvationArmy.org)

## FINANCE

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

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

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

## FAMILY AND CHILD-CARE FEES

Parents whose children accompany them to CFOT must have adequate financial support to fund expenses for child-care and all related medical fees. Child-care fees will be charged to each cadet's/cadet family's reserve account along with tuition and other fees as listed in the budget.

If a child reaches a higher age level during the training year, the fees will be calculated based on the number of weeks in each age category.

In the event a child is born during the training year, the weekly fee (prorated through Commissioning) will be charged upon entry into family care.

Child-care fees are \$624.00-\$741.00 per child per year depending on the children's ages. Should you have questions about this, please refer to the official Minute outlining yearly Childcare fees. There is also a \$65 per child activity fee each year.

If an adult child (over age 18 and out of high school) lives on campus, they will be responsible for paying room and board fees as listed below:

Full-Time Student: \$40.00 per week

Part-Time Student/Part Time Work: \$60.00 per week

Non-College Student: \$80.00 per week

### **CANCELLATION AND REFUND**

If a cadet's training is interrupted or terminated before being commissioned, the following items will be deducted prior to the issuance of a refund:

- Service fees
- Cost of transportation home, if purchased by The Salvation Army
- Scholarship grants which have accrued through participation in Salvation Army activities or grants given from Salvation Army funds

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

Prior to beginning classes 100 %

Within two weeks after classes begin 90 %

Within six weeks 60 %

Within eight weeks 40 %

Within ten weeks 20 %

Thereafter No refund-

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

### **CADET MEDICAL AND DENTAL EXPENSES**

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

### **CADET BOOK GRANTS**

A book grant is available to all cadets. The College will reimburse each cadet 50% of the cost of books and other educational materials purchased. The maximum reimbursement per school year is \$300per cadet when \$600 or more is spent.

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

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

Book Grants run from October through May.



### **CADET LOAN FUND (SECOND YEAR ONLY)**

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

### **CADET TITHING/OFFERINGS**

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

It is important to note that the tithing collected is applied to the overall CFOT World Service goal. This goal is a targeted amount assigned by Territorial Headquarters.

The Sunday morning offerings support our World Services effort. During the year, cadets participate in special events and projects to raise funds for Salvation Army services around the world.

### **RESIDENTIAL LIVING**

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

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

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

### **CARE AND CLEANING OF QUARTERS/INSPECTIONS**

All cadets are responsible for the daily care and weekly cleaning of their living quarters.

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

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

Inspecting officers will be looking for general cleanliness, damage to walls or furniture, and/or other property damage. A form will be followed, and a copy of the form will be provided before the first inspection so that all

Cadets know what to expect. There may be occasions where personal belongings may be moved in order to conduct a proper inspection i.e., areas around the sink, toilet, and counter tops.

The completed room inspection form will be kept on file and a copy will be provided to each Cadet. Cadets are required to participate in the scheduled room inspections.

Those who receive a rating of 'excellent' 'good', or 'fair' will not need to do anything further until the next inspection.

Those receiving a 'poor' rating will have a meeting scheduled with the Home Office, and then the next month there will be an inspection. If they meet regular standards at their inspection, then they will go back onto the regular inspection schedule.

Those receiving a 're-inspect' rating will have a meeting scheduled with the Home Office and a Personnel representative. They will have an inspection scheduled from one week to no more than two weeks afterwards to fix all problems identified at their inspection. The following month they will follow the schedule as described above for a poor rating.

The Personnel department and Home Office reserves the right to request additional unannounced inspections if they should deem necessary.

## **REGULAR UPKEEP OF SALVATION ARMY QUARTERS & PRIVATE PROPERTY**

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

### **REPAIRS**

Please notify the Maintenance Department through the Maintenance Request E-mail [CFOTMaintenance@USE.SalvationArmy.org](mailto:CFOTMaintenance@USE.SalvationArmy.org) for any needed repairs. Emergency repairs are to be reported to the Maintenance Department and/or Business Department immediately. Unless it is an emergency, please do not place maintenance requests between the hours of 11PM and 7 AM.

### **RUG AND CARPET CARE**

At least twice a week, use the vacuum cleaner to clean all carpets thoroughly. Vacuum entry ways and frequently used rooms daily to remove surface dirt and litter. Quick attention to spots and stains can often prevent permanent damage. Clean (with approved products) and/or vacuum spills when they occur. Any stains that cannot be removed should be reported to the Home Officer. If you need to utilize the carpet cleaner, your requests should be made through a Maintenance Request e-mail.

### **WALL CARE**

Painting or the placement of nails/adhesives to the walls is prohibited. There are no approved methods for hanging items on the wall. This includes the use of Command Strips, as many are improperly applied and peel paint when removed.

### **FURNITURE CARE**

The purpose of weekly proper furniture care is to provide beauty, safe cleaning, and as much protection as possible for the finish. Please read and follow the instructions on all cleaning products before applying.

Furniture is **NOT** to be removed from the cadet living quarters unless approved by the Senior Home Officer, nor should furniture that is fixed to walls or floors be moved. **If moving of furniture causes damage you will be responsible for the repair or replacement.**

Abuse or misuse of furniture in the cadet quarters may result in a request for the cadet to pay for replacement or repair. Furniture is not to be taken outside.

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

### **MATTRESSES**

For children eight years of age or younger, plastic mattress covers must be used to protect the mattress from soiling. See a Home Officer for further information. Please use the zippered mattress covers provided. Do not throw away mattress covers without the permission of the Home Office. **Please use the bedbug mattress and box spring covers provided by the Home Office.** Additionally, please use the bedbug monitoring equipment provided by the Home Office. If you are not sure how to use it, please see a Home Officer.

### **ELECTRICAL UTENSILS**

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

### **CLEANING SUPPLIES**

Basic cleaning supplies are available through the Home Office for quarters and detail assignment and will be provided at distributions held periodically throughout the year.

Please note that there are special cleaning guidelines for shower stalls in the Davidson Hall residences. These surfaces require a special cleaner. Guidelines for this care will be made available to Davidson Hall residents and details by the Home Office upon request.

### **CABLE TV/INTERNET**

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

Unauthorized internet and cable equipment or alterations are prohibited, including splitting the cable.

### **ATHLETIC EQUIPMENT**

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

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

### **CANDLES/INCENSE**

Candles and incense are not to be burned in any room or common area, nor are the use of electric candle warmers allowed.

## **OUTDOOR GRILLS**

Please be aware that outdoor grilling is only permitted in two locations on campus:

A. The designated area behind Davidson Hall (Pepper Field). A CFOT owned grill is available for your use at no cost. Folding tables are also available for your use at no cost. These items can be reserved by submitting a request to the Maintenance request e-mail and to the Director of Business. Please be aware that cadet owned grills may not be used on CFOT property.

B. The patio outside the dining room with the large CFOT BBQ. It is important to note that this large BBQ can only be operated by a member of the CFOT kitchen staff. If you wish to use this BBQ and the patio for an outdoor function, please forward your requests to the Director of Business and the Maintenance request e-mail. It will be determined if a member of the kitchen staff is available for your function. If a member of the kitchen staff is available, there will be a \$50.00 charge to cover the overtime costs.

As already stated, cadet owned grills are not permitted to be utilized on the CFOT campus.

Please note the use of the CFOT owned grills will be available on a first come, first serve basis.

## **TV/DVDs/GAME CONSOLES**

TV's, DVD's, and Game Consoles are to be used in the privacy of cadet quarters. Video and game programs should be those that are appropriate for viewing in a Christian community. Movies must be rated PG-13 or lower if viewed in a public area. Video games must be rated T or lower if played in a public area.

## **PETS**

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

## **LAUNDRY**

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

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

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

## **GUIDELINES FOR USE OF GUEST HOUSING FOR CADETS' VISITORS**

Please see the Personnel Section for guidelines for approval of cadets' visitors. If approved by Personnel, they will notify the Senior Home Officer who will assign housing and communicate with the cadet.

The Director of Business will annually recommend to Executive Council the number of units that will be available for guest housing.

## **GUIDELINES FOR USE OF GUEST HOUSING FOR OUTSIDE VISITORS**

If active soldiers, and Officers wish to stay in guest housing for a short period of time to conduct personal business in the area, the following guidelines will be followed before finalizing the reservation:

- Housing requests are processed through the ATPA's office and must be received at least two weeks in advance. Confirmation of availability is obtained through the Home Office.
- Pets are not allowed in Guest Housing.
- Approval for housing is based on availability. Priority must be given to those who have official business at CFOT and/or THQ.
- Any stay of guests beyond one week (7 days, 6 nights) will require approval through Executive Council.
- Once approval of request is confirmed, the Home Office will send out an email arranging check-in/out times, payment of donation, key/FOB pick-up, and any other details necessary.

### **Suggested Donation for each Guest Housing Unit:**

Rader (4--bedroom Townhouse):-- \$50.00 per night or \$250 per week (6 nights maximum.)

Agnew (3--bedroom apartment): -- \$40.00 per night or \$200 per week (6 nights maximum.)

Agnew & Pepper (2--bedroom apartments):-- \$30.00 per night or \$150 per week (6 nights maximum)

Davidson (1-bedroom suite):-- \$20.00 per night or \$100 per week (6 nights maximum)

\*Each Guest Housing unit is provided with linen, towels, dishes, minimal kitchen utensils and iron and ironing board. No meals or small equipment (hair dryer, etc.) are included. There will not be any special provisions available from CFOT other than what we provided unless there is an emergency. Any items needed other than already stocked at the housing should be considered a personal responsibility. Additionally – we are unable to allow access to work-out rooms to our guests currently.

### **Donation Options:**

Guests can make payments as follows:

- Check – made out to: **The Salvation Army** and mailed in advance once the reservation is confirmed (**Preferred option**).
- Cash – upon arrival to the Director of Business, Assistant Business Director, or Senior Home Officer (exact change required).

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

**Please note:** Guest units are assessed before each guest arrives and after each guest leave. If it is determined that damage has been done to the unit or any of its contents, it will be up to the guest to pay for it. For long-term guests approved through Executive Council, a walk-through inspection will be required.

### **QUIET HOURS**

Out of respect for all members living on CFOT Campus, quiet hours will be observed between 9:00 PM and 7:00 AM daily.

During these quiet hours there will be no loud noises, conversations must be kept to a low level, game playing should be quiet, televisions are to be kept at a subdued volume, and children are not permitted to play in the hallways.

### **CAMPUS CURFEW**

Elementary school aged children: 9:00 PM

Middle school/High School aged children: 10:00 PM  
Campus guests:-Depart campus by 11:00 PM

## **LOUNGE AREAS**

- Pepper Hall —First floor lobby area (co-ed)
- Pepper Hall Second floor lobby area (co-ed)
- Pepper Hall Third floor lobby area (co-ed)
- Davidson Hall— First floor lobby area (co-ed)
- Davidson Hall Second floor lounge (co-ed)
- Davidson Hall Third floor lounge (co-ed)
- Agnew Hall— Second floor lobby (co-ed area)
- Davidson Café – Davidson First floor (co-ed)
- Student Center Lounge (co-ed)

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

## **DAVIDSON CAFE**

The Davidson Café is available for use by all single cadets; children are not allowed unless scheduled through Campus Ministries. Following use, the facility is to be cleaned and left in good condition to be used by the next resident(s). Each Davidson resident will be assigned a cabinet in the Café for personal storage, either one cabinet per suite or one per cadet, depending on cabinet size and the number of cadets. Items permissible to store will be limited to cookware, dishware, and non-perishable items. No food or perishable items, including frozen and refrigerated, may be stored here. Items not stored properly will be removed during weekly cleanings. Items left will either be discarded or put in lost and found. Assigned cabinets will be subject to monthly resident inspections.

Reservation of the Davidson Café can be made through the Home Office.

## **PLAYGROUNDS**

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

These playgrounds are not for public use.

Please send a Maintenance Request e-mail if you notice any broken equipment or other problems on the playground.

## **ELEVATORS**

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

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

**NO ONE may keep guns or any other type of weapon on the campus.**

Possession, use, or assisting in the possession or use of any of the following items including but not limited to firearms, knives, clubs, ammunition, explosive devices, flammable liquids or other weapons on CFOT owned or controlled property is strictly prohibited by state law and CFOT policy. Cadets and their children in possession of dangerous weapons or materials will be subject to immediate probation and may face prosecution by civil authorities. Cadets and their children are not to possess or explode any type of fireworks on CFOT owned or controlled property.

### STEWARDSHIP IN ACTION ASSIGNMENTS

The Stewardship in Action (SiA) program is a source of learning and activity during the training period. It has a threefold purpose:

1. To provide practical experience and stewardship in various phases of maintenance of Army property-
2. To ensure that the CFOT campus is properly maintained
3. To provide practical experience in various functions throughout the CFOT campus-

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

All cadets, unless excused by the Personnel Officer<sup>f</sup>, are assigned to SiA tasks. Any exceptions must have prior approval. A record is kept of all assignments and attendance is monitored. SiA provides<sup>s</sup> each cadet with a balanced exposure to a variety of tasks which will prove helpful in the acceptance and performance of physical work, cleaning procedures, and property responsibilities encountered in various Army appointments. Details also provide good stewardship lessons and reinforces healthy habits of caring for Army property. **Cadets will be referred to the Personnel Department upon their third unexcused absence/tardy.**

Please note the following:

- Tasks must be done at assigned times. Departmental tasks will be scheduled with department supervisor.
- You are expected to stay on your task until released by supervisor/orderly as authorized by the Home Officer.
- Three or more<sub>unexcused</sub> absences may result in disciplinary action.
- Cadets who miss assignments are expected to make up assignments on the cadet's personal time for each unexcused absence. Routine medical appointments are NOT to be scheduled during SiA times.
- Cadets with specific medical issues may be recommended a light task through the guidance of the Health Office.
- Work details for parents will be assigned to accommodate childcare needs while allowing all Cadets to fully participate in their assignments.
- Cadets need to email a SICK REPORT prior to the commencement of SiA activities or classes for absence to be excused. If a call is placed after this time, the Cadet will not be excused from task.

## COMMUNITY LIVING – MAIN BUILDING

**Cadet Coat Areas (in Lecture Hall and Watson):** These areas are provided as a place for you to store your coat and other weather-related items during the day while you are in class, or partaking in other activities in the main building. Be reminded that this room should not be used as a storage area for the week, and personal belongings should be taken home with you at the end of each day. All items must be removed by **Friday at 1:30 PM EACH WEEK** so that the detail team for that area may clean properly. Any items still left there will be taken to the Lost and Found area in the front office and may be claimed there at your convenience.

**Cadet Locker Room:** Lockers are provided for you in the main building for you to store your personal items throughout the year. You may place a lock on them to keep contents private. **PLEASE** do not store any perishable food in them. In the case of a distinct foul smell coming from your locker, you will receive an email from the Home Office. If the smell remains, the Home Office may cut the lock to remove the offending smell.

Please do not use extra lockers. It may appear that they are available, but if they are not assigned to you, please do not store items in there. Unassigned lockers will be inspected periodically, and items stored in them either taken to Lost in found or will be discarded in the garbage.

Additionally, no personal items should be stored on the top of the lockers or the floor in the locker room. These items should either be placed in your lockers or removed. Otherwise, any items found on Fridays during detail times or locker room inspections will be removed and placed in the lost and found.

**Classrooms:** Items (bookbags, class projects, etc.) may be left in the classrooms during the day, if that classroom is not in use. However, all items **MUST** be removed by the end of the day. Any items remaining in the classroom the next morning during detail times may be placed in lost and found or discarded.

### “THINK ECOLOGY”

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

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

### LIGHTS

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

### HEATING AND COOLING

Do not leave windows and doors open when HVAC units are operating. The door will let out large amounts of heat or cooling. During warmer months, windows and doors may be left open only if there is no air-cooling system being used. If you open a window in a classroom or public space, please ensure that it is closed before you leave the room. Keep radiators and duct openings free of obstructions. **DO NOT OPERATE AIR CONDITIONING UNITS DURING THE WINTER MONTHS.**



There should be at least two feet of space in front of radiators to insure proper circulation of heated air. Dress warmly in cooler months. A sweater is much less expensive than an increase in furnace use. Wearing warmer clothes will assist in tolerating the lower thermostat settings required to maintain a more even heat.

### WATER CONSUMPTION

Please be aware of the need to conserve water. If you have a leaking faucet, shower head, or running toilet, please report this to maintenance using [the Maintenance Request e-mail immediately](#). Removal of the aerator from quarters' faucets is prohibited.

### ELECTRICAL REGULATION

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

### RECYCLING

The CFOT encourages recycling. Guidelines for recycling may be found on [www.rocklandrecycles.com](http://www.rocklandrecycles.com). Please remember, recycling items should not be placed in the bins in plastic bags as plastic bags cannot be recycled. Please see a Home Officer for more information.

## OFFICIAL VEHICLES

### CAMPUS TRAFFIC RULES

Vehicle regulations on campus are as follows:

- Do not exceed a speed of **10 MPH**
- Observe all **stop signs, slow signs, handicap parking, and fire zones**
- **Always use caution**
- **Watch for children!** Extra care must be taken when driving in the vicinity of the children's outdoor play areas (Agnew and Rader Court).
- It is expected that you use the Route 59 entrance into and off the campus during school bus pick-up and drop-off hours.

### DRIVERS

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

Responsibilities of drivers are as follows:

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

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

### OFFICIAL VEHICLES ASSIGNED TO CADETS

Official vehicles will be assigned to cadets for use while at the CFOT. The vehicle can be used for all official travel (corps visits, MMT assignments, doctor visits, etc.) and local personal local travel within 30 miles of the CFOT (doctor's appointments, shopping, school visits for children, etc.). One vehicle will be assigned to each married couple and to be shared between two single cadets.

The cadets will be responsible for the following:

- Completion of *CFOT Vehicle Use Agreement Form*
- Acquiring a personal EZ Pass for use with the official vehicle. This will require a personal deposit and use of a personal credit card.
- Submission of EZ statements for reimbursement of official expenses
- Using official gas card only for official travel
- Cleaning and maintenance of assigned vehicle including monitoring of NY State registration and annual inspection
- Completion of monthly mileage log and submission to Transportation Officer
- Requesting approval for any personal travel outside of 30 mile radius
- Ensuring that only assigned cadets drive CFOT vehicle

## **ACCIDENTS**

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

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

## **MECHANICAL/OPERATING PROBLEMS**

Any mechanical or other problems including cleanliness should be reported to the Transportation Office.

## **PERSONAL VEHICLES**

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

All Cadets must register their vehicle with the Transportation Office (providing a valid registration and insurance identification card). Vehicles not registered will be ticketed, fined, and subject to tow at the owner's expense.

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

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

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

## **CAMPUS PARKING**

### **Main Parking Lot**

There are no reserved parking spots in the main parking lot unless specifically noted. On occasion, cadets will be requested to park in specific areas in the main lot. Requests and instructions will be sent to cadets from the Transportation Officer or the Director of Business e-mail.

### **Davidson Parking Lot**

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

### **Agnew Parking Area**

The parking spots in front of Agnew are reserved for officer residents of Agnew and Pepper Hall and Campus Ministries employees as indicated. Cadet parking for Agnew and Pepper Hall is on the side of Agnew Hall.

### **Administration Main Building**

Reserved Spots are as marked. Please note that reserved parking may change on a day-to-day basis. The parking here is for Visitors and Handicapped Parking only.

### **Side of Watson Hall**

Reserved Spots are as marked. The parking here is for staff as designated, with areas reserved for Kitchen Staff and Handicapped Parking only.

### **Upper Road Parking Lot (Behind Watson Hall)**

Reserved Spots are as marked. The parking here is for staff as designated, including employees and Officers.

### **Rader Court**

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

**Visitors to the Rader Units must park their vehicles in the main parking lot or/stoned-paved area between Rader and Davidson Gym.**

Parking of vehicles is allowed in designated areas only. There is no parking in fire lanes, reserved parking, or any other parking lot on campus not designated for cadet parking. The First violation for parking in an unauthorized location will result in an e-mail. The Second violation will result in an e-mail sent to the Director of Business. The Third violation will result in an e-mail sent to the Director of Personnel and Director of Business. A continued problem will result in the car being towed at the cadet's expense.

### **Visitor Parking**

After cadets receive permission from Personnel for visitors, they will need to communicate with the Transportation Office regarding visitors who have been authorized to stay overnight and require parking. The cadet shall be required to provide the following information to Security and the Transportation Office:

- Make & Model
- Year
- License plate number

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

### **Other Parking Issues**

There will be times when cadets will be requested to move their vehicle(s) to alternate parking areas on the Campus. Additionally, there will be no parking in the Main parking lot during snowstorms or other snow events.

### **CFOT VEHICLE PARKING**

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

### **PARKING VIOLATIONS ISSUED BY STATE AND LOCAL AUTHORITIES**

Cadets must adhere to all state and municipal vehicular laws. All parking tickets or violations are the personal responsibility of the driver at the time of the citation.

### **EZ-PASS VIOLATIONS**

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

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

### **OFFICIAL USE OF PERSONAL VEHICLES**

Use of personal vehicles for official purposes is prohibited.

### **CADET PERSONAL PROPERTY INSURANCE**

The Salvation Army self-insurance plan for officers' personal property and quarters furnishings includes the personal property of cadets while in training.

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

Married \$20.00  
Singles \$10.00  
Single Parents \$20.00

Personal inventories must be submitted to the office of the Director of Business. No loss will be paid if there is not a personal inventory on file. The Personal Inventory must be in the Business Department before the end of September.

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

### **INSURANCE CLAIMS**

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

### **PROPERTY INSURANCE FLOATER FOR PERSONAL EFFECTS**

This coverage is optional. Cadets will be given a copy of the minute upon arrival at the College for Officer Training. This coverage will be a cadet's personal expense.

**PERSONAL PROPERTY LOSS OR DAMAGE**

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

**LIFE INSURANCE FOR CADETS AND CADET FAMILIES**

Cadets and eligible dependent children are covered by an insurance policy administered by the Territorial Risk Management Department. Upon arrival at the College for Officer Training the latest minute covering this matter will be given to the cadet along with instructions concerning coverage with instructions for the completion of the life insurance form including beneficiary information.

## CAMPUS SERVICES

### PURPOSE

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

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

To help you navigate Campus Services requests, please email: [CFOTFoodServices@USE.SalvationArmy.org](mailto:CFOTFoodServices@USE.SalvationArmy.org)

Daily meals are served buffet-style and offer a variety of options that strive to strike a balance between comforting classics, and balanced nutrition. The Dining Room will be opened daily during the scheduled hours as stated below. Please do not congregate in the Dining Room or use it as a place of study during the school days. The dining room will be open for the full hour as noted below:

### MEAL SCHEDULE

Breakfast In residence halls Daily

Brunch 9:30AM – 11:00 AM (Saturday)

Coffee Break 10:15 AM Monday-Friday

Lunch 12:20 PM – 1:10 PM Monday-Friday

Dinner 5:00 PM – 6:00 PM Monday-Thursday

### MENUS

Menus are posted weekly on the drive in the “CFOT Menu” folder. If there are any changes to the normal eating schedule or location, cadets will receive an email and it will be posted on the CFOT Facebook page. Meal suggestions are welcomed and can be sent to the Campus Services e-mail.

### DINING ROOM SERVICE EXCEPTIONS

- There is NO evening meal service on Friday, Saturday, or Sunday. If you or a family member are unable to make it to lunch or dinner you are permitted to box a meal to take home. We kindly ask you wait until the initial meal service period is over and bring your own to-go containers.
- On days the campus will close early due to inclement weather, the kitchen will prepare some extra food for cadets and their families to tote home.

### FOOD SERVICE GUIDELINES

- Cadet families are always encouraged to eat as a unit, either in the Dining Room or in your home, as you prefer.
- You must carry your own containers when you tote a meal. Please allow those that are dining in to be served first and then proceed to pack your meals to-go.
- With the exception of some meals, the option is to dine in or take out, but not both. Extra meals that are permitted to be packaged to-go will be labeled.
- Families are to provide high-chairs as needed. The family name must be on the high-chair for identification. Parents are responsible for cleaning high-chairs, booster seats, and the chairs they are fastened to at the end of each meal.
- All children (grade 5 and below) must always be accompanied by their parents in the Dining Room, including the serving lines, drink and ice cream stations, and dish return area. In addition, it is expected

that children will stay at the table until the family is ready to leave the Dining Room. Children are to be accompanied by an adult when going to the restroom.

- All cadets must have coffee and drinks in the Cadet Dining Room only during morning breaks and mealtimes. The dining room doors will be closed before morning break and after supper.
- All dishes and trays are to be returned promptly to the dishwashing area.
- All beverages must be carried in an approved travel mug with a twist on lid. Campus Services will provide all cadets with a labeled CFOT travel mug at the start of the academic year.
- All cadets are expected to maintain the cleanliness of the dining room by washing the table and vacuuming the area after each use.
- Centerpieces and salt and pepper containers should be replaced in the center of the table after the tables have been cleaned.
- Any food that is packed to-go must be put into a container with a lid and packed up after everyone has eaten at mealtime.
- At special mealtimes where tables are set, it is expected that everyone would participate in clearing the table, which may include dishware, tablecloths, and centerpieces. Carts and bins will be provided for these items.
- Proper clothing, in accordance with cadet dress code, is to be worn in the Dining Room for meals. No books, instruments, personal items, etc. should be left in the Dining Room.

### **SPECIAL MEALS**

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

### **MARKETPLACE**

The Marketplace is where cadets receive all breakfast food items. It is located directly across the hall from the Cadet Dining Room and shares the same space as the flower room. There will be no bags or boxes provided to tote items from the Marketplace, so we encourage all cadets to bring their own totes provided to them at the beginning of the school year. The Marketplace is restocked daily, so we kindly ask that cadets take things to last them a couple of days and refill as necessary.

### **GUEST MEALS**

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

### **DIETARY ACCOMODATIONS**

Any cadet or family member that has a request for a dietary meal accommodation must first communicate that need to the Personnel Department. After dietary requests are approved by Personnel the kitchen will prepare a special meal and keep it in the kitchen separate from the buffet line and it will be available upon request by the cadet.

### **SPACE RENTAL**

Cadets are permitted to reserve and use various spaces throughout the CFOT for personal use. All requests to use the Cadet Dining room and Staff Dining room must be submitted in writing to the Assistant Training Principal's office. Once approved by the ATP's office, cadets must communicate with the Campus Services Coordinator to review all the facility use guidelines and coordinate special requests from other departments at the CFOT.

## **CURRICULUM**



## **PURPOSE**

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

## **ACADEMIC INFORMATION**

### **Standards and Expectations**

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

### **Education Calendar**

The Education Calendar provides a listing of daily classes, where each class is based on 50 minutes of classroom instruction, and activities of the college. The calendar is posted on the Curriculum bulletin board, as well as on the “S” drive (Egnyte shared drive) under “Education Calendar & Class Lists.” 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 expected to check their 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. At times it may be necessary to assign added supervised study hours to aid a cadet in improving their academic skills and development.

### **Classroom Behavior**

Respect for the classroom and the quiet study space of the library informs the use of all electronic devices in these locations. Except fluids in closed containers, food or refreshments may only be brought into the classroom for class related activities determined by the instructor. It is expected that cadets take notes, participate in discussion, and read in advance of each class to facilitate effective learning. Instructors are not required to provide PowerPoint slides in advance of, or following, a class, nor are they required to provide study guides to direct students what to study for an exam.

### **Laptop Computers**

The Information Technology (IT) Department will issue to each cadet a laptop that is connected to the Salvation Army network, and various computer training sessions will be offered. Careful compliance with the INFORMATION TECHNOLOGY section of the CFOT Community Guidelines is essential to guard the integrity of the network and to ensure access to, and benefit from, needed software and web-based resources for all in the community. Computers and tablets are permitted for use in all CFOT courses for educational purposes. Online shopping and social media use is prohibited during class time and research should be limited to the class attended. Violators of this policy will lose the privilege of using their computer or laptop.

### **Grades and Grade Points**

Grades are a measure for the cadet to monitor his/her own progress towards excellence in the training program. At Commencement, cadets achieving an accumulated grade point average (GPA) of 3.71-3.80 graduate with the

distinction **Cum Laude**, cadets achieving a grade point average of 3.81 – 3.90 graduate with the distinction **Magna Cum Laude**, and cadets achieving a grade point average of 3.91 and above graduate with the distinction **Summa Cum Laude**. The cadet with the second highest accumulated grade point average is designated Salutatorian, and the cadet with the highest accumulated grade point average is designated Valedictorian.

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

### **Academic Warning**

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

### **Academic Probation**

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

### **Transfer of Learning & Independent Study**

After the Fall term of the first year, except in exceptional circumstances, any cadet who has documented course work on a college transcript for a particular course, may request an alternative course of study to be considered as an Independent Study. The request for Independent Study must indicate that the prior equivalent coursework received a grade of “B-” or better and the cadet must have a current minimum CFOT grade point average of 3.0 or higher (or near-certain probability of having that GPA by the time the academic term begins). All requests for Independent Study must be submitted to the Education Officer for approval prior to the first day of classes for the academic term in which it is to take place. Independent studies are requested by the cadet in consultation with the Education Officer. The cadet secures the application to undertake the coursework and submits the completed application to the Education Officer and the ARB for review. The proposal will be submitted to the Director of Curriculum for TP’s approval. The cadet may petition that the Independent Study be designed to undertake additional coursework in the same area or discipline of study as the course to be substituted for, or another area where they are more inclined, talented naturally, by earlier education or motivationally or, on the other hand, where the cadet feels the need for stronger preparation. Notification of approval or disapproval should be completed within one week of receipt of the completed form and the cadet and instructor informed. If approved, completed work under an Independent Study contract will be graded by the supervising instructor, according to the schedule of any other course in the term, and a grade forwarded to the Education Officer.

### **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 courses, the 20% maximum of absences is 6 class hours, total), there will be a 5 point reduction for the course. For absences 25% or more, a 10-point reduction will take place along with other possible disciplinary action. It is the cadet's responsibility to maintain their own record of absences for each course.

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

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

### **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.

### **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 embody 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 Scripture, 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 part of meaningful learning. We are a community of lifelong learners, called into pilgrimage and energized by a common truth and vision.

*Please refer to the College Catalog for an explanation of other academic policies. It is important that each cadet becomes familiar with information contained in the College Catalog.*

### **FACULTY**

Major Martina Cornell (B.A.)\*\*\*  
Major Paul Cornell (M.B.A.)\*\*\*  
Major Madelaine Dwier (B.A.)\*\*\*  
Major Heather L. Holt (B.S.)\*\*\*  
Major Amanda Krueger (M.Div.)\*\*\*  
Lt. Colonel James LaBossiere (M.S.)\*\*\*  
Lt. Colonel Patricia LaBossiere (B.S.)\*\*\*  
Major Hollie Leonardi (M.A.)\*\*\*  
Major Jorge Marzan (B.S.)\*\*\*  
Major Raquel Ramirez (B.S.)\*\*\*  
Christian Riesebieter (M.M.)\*\*\*  
Major Kristin Rivero (B.A.)\*\*\*

Lorena Simmonds Lance (M.P.S.)\*\*\*  
Major Joshua Simpson (M.A.)\*\*\*  
Major SunKyung Simpson (D.Min.)\*\*\*  
Evelyn I. Stickland-Monroe (M.S.N.)\*\*\*  
Major Ronald L. Starnes (M.Div.)\*\*\*  
Commissioner Mark Tillsley (Ph.D.)\*\*\*  
Major Sheila Williams-Gage (D.Ed.)\*\*\*

**ASSOCIATE FACULTY**

Major Rohan Gage (M.A.)\*\*  
Major Alan Krueger (A.O.S.)\*\*  
Major Sebastian Leonardi (B.S.)\*\*  
Major Limaris Marzan (M.A.)\*\*  
Major Margaret Starnes (M.S.)\*\*  
Lt. Enmanuel Villegas (A.A.S.)\*\*

**ADJUNCT FACULTY**

Heather Green, (M.S.W.)\*  
Major Angelica Rosamilia (M.B.A.)\*

- **Full-time Faculty(\*\*\*)- individuals teaching 3 courses or more per school year with at least a baccalaureate degree or above held.**
- **Administrative faculty members are listed as full-time faculty.**
- **Associate Faculty(\*\*)- individuals less than 3 courses with at least one degree held.**
- **Adjunct Faculty(\*)- individuals teaching 1 course or more with at least one degree held but not appointed at the CFOT.**

Page Break

## LIBRARY

### MISSION

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

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

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

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

Staff, hours, and resources are online at <https://easternusa.salvationarmy.org/cfot/brengle-library/>. A detailed description is in the CFOT Catalog.

### PROTOCOLS

The following protocols have been designed for the greatest benefit of everyone, and familiarization with them should help users get the most benefit from the library.

### Policies

- A library card is needed to check out materials. A lost card will be replaced for \$5.00.
- Users are responsible to take care of and safely return everything checked out on their card. Pages should never be marked, or the corners turned down (use sticky flags and remove before returning books).
- If any library material is marked or damaged, please let the librarians know so the item can be repaired. If the librarians are not made aware of damage before an item is checked out, the user returning the item may be charged in the event a replacement is needed.
- CDs and DVDs should be handled carefully as they can be easily damaged. If you discover a CD or DVD is damaged, make sure to notify a librarian.
- Check out length during the academic year is two weeks for all library materials, except those labeled 3 day. During the summer library materials may be checked out for 4 weeks.
- Users can take out only three commentaries on one book of the Bible at a time. This is the only way to be fair to the large numbers of users working on the same subjects at the same time.
- Back issues of periodicals may be checked out; the current issue may not. Older back issues are kept in archives and can be made available upon request.
- Reference and Reserve items do not leave the library, except for those on 3-day reserve. Reference books are marked with a yellow 'R'. In the course reserve section are materials that instructors put on reserve for their classes. If there are many reserve items, they are left on the bookshelves, and a list of them is kept in the course reserve section.
- Items on the new books truck or in other displays may be checked out.
- Library items may be renewed twice unless someone has put a hold on them, or they are 3-day or 1-day items. A tutorial 'How to renew your library materials online' is on the library help Web page. You can also bring the item into the library to be renewed, or you can do so by providing the item's barcode number via phone or email.

- Materials are returned only by handing them to a librarian to check in immediately, or by putting them in the designated book return bin. Users are responsible for materials until they are checked in. The library's sending of overdue notices in no way replaces users' responsibility to keep track of their items.
- There is a 10¢ a day fine for all overdue materials except for 3-day items. The fine for 3-day items is 25¢. If a cadet has fines of \$10 or more, they may be asked to pay their fines before they're able to check-out more materials.
- In certain cases, materials must be replaced. In the event an item is lost or damaged beyond repair, the library user will be expected to pay the cost of the item's replacement.
- In the unlikely case that a user demonstrates continued disregard for library protocols, their library account will be suspended. If the user is a cadet, the CFOT Personnel department will be notified.
- As part of the CFOT cadet check-out procedure at the end of each academic year, all materials must be returned and all fines paid, and an end-of-year user evaluation completed.
- The library staff is very glad for all recommendations at any time about how to improve the library's resources and services to better serve the library users.
- Only library staff put books back on the shelves. After users have finished looking at a book in the library, they are to place it on one of the three re-shelving carts.

### **General**

- There are many places on campus to talk, but the library is the only place that tries to maintain quiet. Any talking that occurs in the library should not be so loud as to disturb others working there. Classrooms are a better setting for discussion groups.
- A group study room is available for cadet use. There are also smaller individual study rooms. Study rooms can be reserved by putting in a request to library staff. Reservations will be for periods of 2 hours maximum, but cadets can stay longer if no one is waiting.
- It is not recommended to leave your belongings unattended in the library. Librarians are not responsible for any theft or damage to belongings left in the library.
- Drinks in the library should be covered and food is limited to small snacks (e.g., granola bars, chips, etc.). Please be careful with any food or drinks to ensure you do not get anything on library materials. Garbage should be disposed of before leaving the library.
- Refrain from talking on cell phones in the library out of respect for others. If you need to take a phone call, please do so in the hallway across from the elevator outside of the library. The telephones in the library are not for public use.

### **Computer catalog and research and study help**

- Librarians can give users a head start on the research path, by starting with articles from reference works (such as Bible dictionaries) before moving on to books and journals. Librarians can also help with study skills.
- Guides on how to use the catalog, conduct research, search databases, cite sources, etc. are linked on the library Web page and also posted on the Share drive in the Library Public Access folder.
- The catalog is entirely Web based, so it can be searched from anywhere. Keyword is the best way to start a catalog search, as this searches all fields including title, author, and subjects. The results can then be narrowed by language, etc.
- Cadets doing advanced research should consult the librarians who can contact National Archives or other SA libraries and information centers if needed. This ensures that a full literature search accompanies the research request, so effort is not duplicated. Research help can be requested in person, by email, or through the online “Ask a Librarian” form.
- Use the Brengle username and posted password, not your individual information, to log on to the library computers. Using your own login on a public device leaves your account insecure.
- Accordance Bible Software is available for use on a library computer. Fill out the sign-in sheet so we can monitor usage. Reservations for the Accordance computer can be made through library staff. Reservations can be made for up to 1 hour but can be used longer if no one else is waiting.

### **Copier, scanner, and printer**

- IT provides a code that is used for the copier and to release print jobs sent to the printers in the library. Print jobs may also be released from the copier.
- The flatbed scanner is designed to be safe for books. It and the document scanner can save to USB flash drives (a flash drive may be borrowed from the library) and to DropBox, OneDrive, and Google Drive. Choose file format ‘searchable PDF’ to be able to mark up the scan. There are apps that can turn a smartphone or tablet into a scanner, such as Genius scan.
- Paper can be saved by printing on both sides. Choose Print > Properties button next to the printer name > Finishing. Check the box for Print on both sides.
- The library offers printing on recycled paper. This is not to be used for turning in assignments, but rather printing notes, handouts, etc. Ask library staff to change the paper before you print.
- The printers only take 8.5x11” paper. To print a copy of a document which is a different size (e.g. legal), change the print setting to Letter 8.5x11. Scale to fit is automatically selected.
- To print from Power Point, change the settings in the Print dialog box. Change from Full page slides to Handouts: 2 slides per page; or 3 slides per page if you want lines for taking notes. Change from Color to Pure black and white or grayscale.
- It is up to the user to ensure that all photocopying, printing from the Web, etc. complies with copyright laws (see Copyright section of the CFOT Community Guidelines).
- If there is any difficulty with the copier, scanner or printers, users should not try to handle it themselves, but should contact library staff.
- The front office can make multiple copies for class or Mission and Ministry Training assignments so long as the request is signed by the appropriate officer. This also saves time collating and stapling.

### **Brengle Bookstore**

- The bookstore area is located at the front of the library.
- The shelves are stocked with books for sale at 25¢ each (unless specially marked). Brengle library travel mugs are also for sale at \$8 each.
- Most books are of subject matter that aids in cadets’ studies.
- Patrons can pay for items at the circulation desk.

### Outdoor Area

- The library offers outdoor seating during warmer months. Picnic tables are available for use right outside of the Library's back entrance.
- Please check out library materials before bringing them outside.
- Outdoor seating is only available while a librarian is on duty.

### Children in the Library

The Brengle Library primarily supports the research and study needs of the cadets and faculty; however, some children's services are provided to accommodate the many families at CFOT.

The Children's Corner is a space for children to be occupied while their parent(s) conducts research and borrows library materials. Here you will find some children's books available for check-out, coloring pages and crayons, some toys, and a sitting area.

- Each parent should assess their child's ability to behave and follow library guidelines before bringing them to the library.
- The library must remain a place for study, therefore the noise level must be kept to a minimum. If a child is disrupting the library, library staff may address the child and/or parent(s).
- Older children and teens may be given a library card. Any fines or damage to items is the responsibility of the parent.
- Due to budget restrictions, books for in Children's Corner are sourced through donations.

Parents can also request materials from home through the Ask a Librarian form. If there is sufficient coverage at the library, library staff may be able to deliver materials to cadet residences.

Parents may wish to utilize the Suffern Free Library for its excellent children's collection and stimulating environment.

### COPYRIGHT AND LICENSING

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

**"But doesn't freedom of religion give exemption?"** Not from copyright.

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

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

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



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

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

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

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

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

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

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

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

### Public domain

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

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

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

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

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

### Copyright exemptions

§107 of the copyright law provides an exemption called *fair use* for criticism, parody, news, scholarship, and teaching. Whether a use is a fair use, depends on

- the purpose of the use,
- the nature of the work,
- the amount and part that is copied, and
- the effect on the market.

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

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

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

### Further information

<http://www.copyright.gov>.

In Spanish: [https://www.copyright.gov/help/spanish\\_faq/index.html](https://www.copyright.gov/help/spanish_faq/index.html)

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

A tutorial: <http://copyright.lib.utexas.edu/tutorial/>.

A short film: <http://creativecommons.org/videos/get-creative>.

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

### VIDEOS AND OTHER VISUAL WORKS

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

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

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

### License to show movies or clips

CVLI (*Christian Video Licensing International*). National Headquarters has invested in a CVLI license. There is one license for the entire country. See the ATPA or Library Director for this year’s license number. It gives permission to show a clip or movie from a distributor on the *CVLI Total producers list* at any Salvation Army center in the United States so long as:

- They are shown in the center.
- No fee is charged.

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

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

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

### **Streaming video library**

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

### **SA video and graphic resources**

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

### **MUSIC**

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

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

### **License to copy or display lyrics**

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

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

### To use CCLI

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

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

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

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

*CCLI SongSelect*. The CFOT has invested in a CCLI *SongSelect* license. See the Music Coordinator for the CFOT SongSelect ID number. It gives permission to download media and sheet music for any of the titles in their catalog.

### License to play music in a SA center; license to stream live music (Eastern territory only)

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

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

For details, see <https://www.christiancopyrightsolutions.com/>

### Other music resources

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

<https://hymnary.org/> is an excellent resource for hymns. In addition to lyrics, scores, and MIDI sound files, they have background on the people who wrote the words and music.

<http://www.songquery.com> can tell you what specific CDs, sheet music books, etc. contain the songs you want.

<http://spiritualsongscan.weebly.com/> is an excellent source of background information on the 2015 *Song Book of The SalvationArmy*.

<https://samusicindex.com/> offers music scores for purchase from the UK Trade Department. It also has free audio files and score notes for select titles.

## MISSION AND MINISTRY TRAINING

### PURPOSE

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

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

“The supreme aim of training shall be to develop officers possessing such Blood and Fire Spirit that they will be enabled to sustain and advance the interests of The Salvation Army.”

(O & R for the training of Salvation Army Officers, p.7.)

Methods used by the Mission & Ministry Training Department in the practical training of cadets are the result of continual monitoring of ministry on the field, ongoing dialogue with newly commissioned officers and the collective experience of CFOT officers.

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

### Mission and Ministry Training Information:

#### SUMMER ASSIGNMENT

During Summer Assignment the Cadets take part of an 8-week internship in which they are appointed to a Corps in which they will be involved in full ministry. They are given assignments during the time to be completed and at the end of their internship, they are graded. During Summer Assignment they get to be part of all the aspects of ministry at the Corps and in the community.

#### CHRISTMAS ASSIGNMENT

Like Summer Assignment, Cadets are assigned to a 6-week internship at a Corps where they will be involved in all aspect of the assigned corps Christmas ministry. They will be involved in kettles, red kettle worker, angel tree program, adopt a family and much more.

#### FALL/CHRISTMAS PRACTICUM

During the Fall and Christmas practicum the cadets train and prepare for Christmas ministry. They will have the opportunity to be part of the sign-up for Christmas, Kettles orientation, red kettle worker, kettles, angel tree program and much more. If there is program during the day, they can take part and lead the program such as Women’s Ministry, Bible Study and much more. They are encouraged to stand kettles but there will be a balance of kettle standing and the opportunity to learning and preparing for the Christmas season.

#### IN-HOUSE PRACTICUM

The MMT department hosts various In-House practicums to help the cadets with more practical experiences for their future ministry. These were the following:

#### Altar Call Ministry (December)

As part of the Altar Call ministry the Cadets will learn the history and the steps to follow in preparation for an Altar Call.

### **Prison Ministry (December)**

The Cadets can learn about prison ministry and how to engage the families of those who are incarcerated.

### **EDS Training: (December)**

To give cadets basic Emergency Disaster Service training to be prepared for basic incident management, canteen operations, food service, community engagement (for 2<sup>nd</sup> years), and emotional and spiritual care in disaster settings.

### **Evangelism Seminar (December)**

Two-day Evangelism Seminar is offered to 1<sup>st</sup> year Cadets to gain knowledge on how to spread the gospel of Jesus Christ in a meaningful way.

### **Gospel Arts Practicum (February)**

This an opportunity for the Cadets to learn a new ministry to be able to reach out to children. This practicum usually happens just before they are going to go on Spring Campaign.

## **BRIGADES**

Cadets engaged in traditional programming (such as Holiness meetings, Sunday School, Junior Soldiers, Corps Cadets, etc.) and community-specific ministries (canteen ministry, parades, etc.). The Cadets are assigned to a brigade, and they get to go out to the field and visit the Corps in the area. They will be provided with a prep time, reflection, and fellowship within the brigade.

### **Brigade Prep**

The opportunity where the cadets have the time to prepare and practice in preparation to the Corps they have been assigned to lead and worship in the various programs at the Corps on Sundays.

### **Brigade Reflection**

The opportunity where the cadets have the time to reflect about their brigade ministry to the Corps. What things worked and what changes need to be made.

### **Brigade Fellowship**

A time where the brigade gets to come together in fellowship. This could be as going to a restaurant, going bowling, hiking, playing games and much more.

## **MISSION AND MINISTRY TEAMS SUNDAYS**

This is new opportunity and ministry that the Cadets are part of. It is a smaller group of Cadets that get to go the Corps.

This will give the Cadets a more realistic experience in ministry work. Teams will be made up of families (children included) and groups of singles. The Cadets are assigned to a Corps and they make the plans directly with the Corps. We assign an Officer from CFOT as their liaison to give them guidance, support and help.

## **COMMUNITY ENGAGEMENT**

The foundation of Integrated Mission is people and relationships. Cadets continue to be encouraged to be

mission minded as they build relationships with the people of Suffern. The Cadets are required to participate in community engagement every quarter. They receive training and information regarding community engagements, and as a result will go into the community and meet people within the community. They must also complete an assignment for their community engagement.

### **YOUTH/MUSIC PROGRAMS**

The Cadets are responsible to lead youth & music programs on Wednesday at the CFOT. The music programs they are responsible for include brass instruments, drama, dance, & creative arts. The cadets plan & lead the following programs: Junior Soldiers, Honor Junior Soldiers, Moonbeams, Fireflies, Explorers, Girl Guards, Corps Cadets, Sunbeams, and Sunday School during Sundays at the CFOT.

### **ORANGE/LABS TRAINING**

The Cadets receive information and training regarding Orange and Living a Better Story. This will be helpful in preparation for their Sunday School classes that they will be teaching.

### **ARC MINISTRY**

The Cadets attend an Adult Rehabilitation Center and are able to *observe* one Sunday and the following Sunday visit they lead the program services.

### **SPRING CAMPAIGN**

The Cadets embark on a week-long training known as Spring Campaign. This is part of cadet ministry that takes place within a Brigade. Cadets are assigned to a Corps and spend a week of preparation. They plan and organize all the details for the campaign. They prepare their programs, tech sheets and power points and any other item that is needed for their campaign.

### **COMMITTEES**

The Cadets have the availability to be part of a committee. They all must sign up to be part of the committees. These are the committees that are available for them to choose:

- **World Services**

The committee World Services is divided in 2 sessions. The first sessions the cadets plan for the turkey trot to raise funds for World Services. Then other half of the committee is responsible for the World Services Assembly and the Domestic Violence Awareness day.

- **International Food Festival**

The cadet signs up for this committee and they are responsible for planning and organizing for the International Food Festival Assembly.

- **Harvest Happening**

This committee is under the leadership of campus ministries and MMT department by providing a committee to Campus Ministries.

- **Community Fun Day**

On Community Fun Day the Cadets are engaged with the Suffern Community. The CFOT is opened for the community to come and visit. The day is full fun activities and campus tours are available to everyone who comes to visit the CFOT.

- **Donut Day**

On this day, during World War I, The Salvation Army provided treats to the soldiers who were fighting the war. In memory, we pause & distribute donuts to different offices in our community as a way of saying thank you.

## **SUFFERN DAY & CHRISTMAS PARADE**

Two different community events in which Cadets & Officers are encouraged to participate and connect with the members of the Suffern community.

## **PEARL ESSENCE**

An outreach Anti-Human Trafficking Program in which Cadets partner with a representative from Greater New York to engage in their programming.

## **KENSICO**

A solemn time where the Cadets get to be part of during Memorial Day weekend. Both sessions get to be part of this service. Details are given and the importance of remembering those who have gone ahead of us.

## **KETTLES**

The Cadets are part of the kettle fundraising event in December. The kettles ministry is with the GNY Division. They go once a week (Saturday) and they are assigned to different part of the city and Rockland County. The first kettle day, the second-year cadets are able to go with the first-year cadets.

## **LEAGUE OF MERCY**

The Cadets get to do League of Mercy. There is plans to schedule these for the fall if we are allowed to visit. They are done once a month and during Christmas and Easter season and all of the brigades are part of this opportunity.

## **SOLDIERING SUNDAY**

The Cadets get the opportunity to go out with their family to visit Corps in the areas on Sundays. We provide the names of the Corps and they sign up their family.

## **CHURCH OBSERVATION**

The Cadets have the opportunity to go out in the Suffern community and visit other churches.

## **FRIDAY FELLOWSHIP**

The MMT Department prepares a Friday Fellowship at the beginning of the first quarter. This is the opportunity where the sessions get to get together and know each other in fellowship.