2019-2020
CATALOG

The Salvation Army
College for Officer Training at Crestmont
USA Western Territory
ACCREDITATION
The College for Officer Training is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (10 Commercial Boulevard, Suite 204, Novato, CA 94949, (415) 506-0234), an institutional accrediting body recognized by the Commission on Recognition of Postsecondary Accreditation and the U.S. Department of Education. Accreditation reports are available in the college library.
This catalog is reviewed and updated annually by the CFOT Catalog Committee with review and approval by the Director of Education and the Training Principal. The catalog is also reviewed by members of the Academic Committee of Crestmont Council.

Any questions regarding this catalog can be directed to Dr. Duncan Sutton, Director of Institutional Effectiveness and Strategic Planning (Duncan.Sutton@usw.salvationarmy.org).

Though every effort is made to ensure this publication is accurate, the College reserves the right to change policy and practice when necessary. Such changes will be communicated to all appropriate constituents.
WELCOME TO CFOT

Message from the Training Principal

On behalf of the officers and staff I would like to welcome you to The Salvation Army USA Western Territory's College for Officer Training! This is sacred space consecrated by God for the training and education of men and women who have answered God’s call to become officers in The Salvation Army.

Generations of Salvationists have arrived on the CFOT campus seeking God’s will, His direction, and His purpose for their lives. It is here that ministries are shaped, skills are sharpened, and potential is realized. The College seeks to provide a holistic education – teaching not just theory and academics, but putting those teachings into practice in practical application and ministry.

As such, the curriculum is fully integrated with an immersive field training program. Cadets spend more than twenty percent of their training in field internships around the Territory. Combined with local ministry experiences, this allows the cadets to put into practice the skills and theories learned in the classroom.

Through the courses in platform ministry, pastoral care, theology, and the Bible and through field training we want you to get to know yourself and your ministry. Yet, it is also something deeper. At the heart of the Army’s training program is simply this: we want you to know God. The beautiful CFOT campus, perched on the cliffs overlooking the majestic Pacific Ocean is indeed Holy Ground. It is the perfect setting to draw closer to God - and to invite Him to draw closer to you.

We welcome you, and pray God’s blessing, guidance, and presence upon you as we partner with you to prepare you for the life of ministry God has in-store for you.

Blessings,

Major (Dr.) Brian Saunders

Message from the Chair, Crestmont Council

On behalf of the Crestmont Council I would like to welcome you to the College for Officer Training. God has prepared you for this moment. Each of you have walked a unique path and will bring your own talents and abilities to the college. You time here will sharpen those skills. As you practice and share all that you are learning, they will be refined.

Jeremiah 29:11 tells us that God has a plan for you and that it is “to prosper you and not to harm you, plans to give you hope and a future”. This plan is “more” and “greater” than you ever can expect or imagine. When you encounter challenges, that will inevitably arise, remember that as administrators, faculty, staff, and council members, we stand with you to offer our support. In addition, the long, rich and strong tradition and resources of the Salvation Army partner with you.

Above all else it is our prayer that you will know how greatly you are loved by God. In addition to caring for the sparrows and lilies of the field, His eye is on you. And nothing can separate you from that love.

You have been called by God to serve others and share the Gospel of Christ. In a few short years you will be walking across the graduation platform as newly commissioned officers of the Salvation Army. We could not be more proud or more excited for you.

Blessings,

Steven Gray, Ph.D.
BOARD OF GOVERNANCE

Crestmont Council Mission and Statement of Purpose

The Crestmont Council is the educational authority for the College for Officer Training at Crestmont, an educational unit of The Salvation Army, a California corporation (the Western Territory of The Salvation Army in the United States), and is responsible for the oversight of education and training of The Salvation Army’s candidates for officership, including the approval of the liberal arts/ministry curriculum and the quality of the training and practical field experience. The Council in its authority is obligated to carry out its oversight of the College by adhering to The Salvation Army Western Territory policies and procedures in its educational, accreditation, and administrative duties as well as standards imposed by our external accrediting body.

The Crestmont Council is responsible for the quality, integrity, and financial stability of the College and for ensuring the religious and moral content of the programs and courses of study are consistent with Salvation Army beliefs and principles and are congruent with the standards of the ACCJC and the Western Association of Schools and Colleges (WASC).

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<td>Dr. Dean Colli, Secretary</td>
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<td>Dr. Sharon Docter</td>
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<td>Mr. Lou Drobnick</td>
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<td>Mr. William B. Flinn, OF</td>
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<td>Captain Sergio Garcia</td>
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<td>Dr. Steven Gray, Chair</td>
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<td>Captain Terrence Masango</td>
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<td>Dr. Ruth Mulnard</td>
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GENERAL INFORMATION

The Salvation Army College for Officer Training at Crestmont (CFOT) has as its purpose the training of men and women to effectively serve God as officers in The Salvation Army.

CFOT is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC), an accrediting body recognized by the Commission on Recognition of Postsecondary Accreditation and the U.S. Department of Education.

BRIEF HISTORY OF CFOT

The Salvation Army is one of the largest non-profit Christian humanitarian organizations in the world with permanent centers of operation in 128 countries. Founded in 1865, its objectives have remained constant and are emphasized in its mission statement: The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its message is based in the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

Military language, dress and organization were adopted early on to encourage discipline, stewardship, and commitment to this mission. Members of Salvation Army congregations were called soldiers and ministers/pastors were called officers. Like military corps, local Salvation Army churches were identified as a corps; Salvation Army soldiers who were studying to become officers were referred to as cadets in training. This terminology is still in use today.

Within each geographic region around the world, The Salvation Army maintains schools and colleges for the purpose of training cadets to enter full-time ministry as Salvation Army officers. The College for Officer Training (CFOT), USA Western Territory, is one of four training schools/colleges in the United States.

In the area now covered by the Western Territory, training in "Salvation Warfare" began with the arrival, from England, of the first Salvation Army Officers. A men's training garrison was established by the San Francisco No. 2 Corps in 1885. In 1890, a women's training garrison was also opened in San Francisco. About the same time, the "Salvation Castle Training Garrison" was opened in Oakland, California. Later, other "garrisons" opened in Portland, Oregon and Tacoma, Washington. This system continued until 1905 when all training of officers from the western United States was moved to Chicago, Illinois.

In 1920, the United States was divided into four administrative areas and the Western Territory was created. The School for Officer Training was established in San Francisco, California, where it remained until 1975 when it moved to its current location in Rancho Palos Verdes, California.

Initially, the training program lasted one year. In 1960, The Salvation Army moved to a two-year training program. During the late 1970s, the Universal College Program was initiated as a joint program with Azusa Pacific College. Cadets successfully completing the approved course of study were awarded an Associate of Arts degree by Azusa Pacific College.

In March 1986, CFOT was granted "full institutional approval" as a California Degree Granting Institution by the California State Department of Education, Private Post-secondary Education Division, pursuant to California Education Code Section 94311(d). CFOT is authorized to grant an Associate of Arts Degree upon completion of the requirements of the prescribed program of instruction. Since 1990, CFOT has been accredited by the Accrediting Commission of Community and Junior Colleges, Western Association of Schools and Colleges, and has been authorized to grant an Associate of Arts in Ministries Degree since that time.

PURPOSES OF THE SALVATION ARMY

The purpose of The Salvation Army is to love God and man, preach the gospel, and express a practical concern for the needs of humanity. This is referred to as having a, "Blood and Fire" spirit for the mission of The Salvation Army.

The Salvation Army was founded by the Reverend William Booth, who felt called to leave his ministry in the Methodist Church to minister to the poor in the East End of London, England. Originally
called the Christian Mission, the movement was renamed The Salvation Army in 1878 when a military form of organization was adopted to facilitate its progress.

The Salvation Army is an international Christian movement with a complex network of worldwide social service activities. Today, continuing efforts are being made to adopt methods and strategies to meet the new demands and conditions of our time. Yet, the underlying principles and convictions laid down by its Founders still remain the guiding force in today’s Army.

**International 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 to meet human needs in His name without discrimination.

**DOCTRINES OF THE SALVATION ARMY**

*We believe* that the Scriptures of the Old and New Testaments were given by inspiration of God; and that they only constitute the divine rule of Christian faith and practice.

*We believe* there is only one God, who is infinitely perfect—the Creator, Preserver and Governor of all things—and who is the only proper object of religious worship.

*We believe* that there are three persons in the Godhead—the Father, the Son and the Holy Ghost—undivided in essence and co-equal in power and glory.

*We believe* that in the person of Jesus Christ the divine and human natures are united; so that He is truly and properly God, and truly and properly man.

*We believe* that our first parents were created in a state of innocence but, by their disobedience, they lost their purity and happiness; and that in consequence of their fall, all men have become sinners, totally depraved, and as such are justly exposed to the wrath of God.

*We believe* that the Lord Jesus Christ has, by His suffering and death, made an atonement for the whole world, so that whosoever will, may be saved.

*We believe* that repentance toward God, faith in our Lord Jesus Christ, and regeneration by the Holy Spirit are necessary to salvation.

*We believe* that we are justified by grace through faith in our Lord Jesus Christ, and that he that believeth hath the witness in himself.

*We believe* that continuance in a state of salvation depends upon continued obedient faith in Christ.

*We believe* that it is the privilege of all believers to be “wholly sanctified”, and that their “whole spirit and soul and body” may “be preserved blameless unto the coming of our Lord Jesus Christ” (I Thess. 5:23).

*We believe* in the immortality of the soul; in the resurrection of the body; in the general judgment at the end of the world; in the eternal happiness of the righteous; and in the endless punishment of the wicked.

**COLLEGE MISSION AND VISION**

**CFOT Mission Statement**

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

**CFOT Vision Statement**

The vision for the College for Officer Training is grounded in its historical and traditional role of educating and training cadets within a context of Christian faith, a commitment to learning, and a deep passion for service. This vision dictates a unified approach to these three elements in the tradition of our founders, William and Catherine Booth, who viewed them as a means through which God brings us to a better world.

The CFOT experience includes the accredited AA Degree in Ministries, but also reflects the vision of preparing and inspiring cadets in mind, soul and body, character, and competency. CFOT’s graduates are commissioned as officers, ordained as ministers, and are assigned to appointments throughout the Western Territory. They, in turn, possess a vision that includes a substantive commitment to spiritual formation, servant leadership, a strong
work ethic, a heart for mission, and the College’s core values:

• **Love** for God who loved us first
• **Compassion** and respect for others throughout the world
• **Faithfulness** to God and Man
• **Commitment** to proclaiming Salvation and Holiness
• **Responsibility** to God and Man
• **Integrity** of character and deed
• **Servant ministry** to others including the poor and disenfranchised
• **Kindness** and humility
• **Stewardship** of resources

### ACADEMIC EXCELLENCE COMMITMENT

The College’s mission, curriculum, instruction, cadet and administrative support, and cadet assessments are aligned and implemented in ways that reflect current knowledge about the learning process and the preparation cadets need for officership in The Salvation Army Western Territory. To be considered excellent, these five elements are integrated with field training experiences and a pervasive commitment to spiritual formation and officer development. This is to develop in our cadets conceptual understanding and appropriate cognitive and ministerial skills that cadets will be able to utilize when faced with new situations and challenges in their assignments wherever located.

### INSTITUTIONAL STUDENT LEARNING OUTCOMES

1. **Knowledge.**
   
   Upon graduation, cadets will demonstrate the knowledge necessary to “sustain and advance the mission of The Salvation Army in the salvation of the world.” This will require comprehensive knowledge of the following areas:

   1.1 The Bible and its application.
   1.2 The theology of the Christian church and Salvation Army distinctives.
   1.3 The Salvation Army administrative and business principles, practices, procedures and policies.

   1.4 Policies and practices regarding The Salvation Army’s worship traditions, corps programs, and evangelical practices.

2. **Capabilities.**
   
   Upon graduation cadets will demonstrate the capabilities necessary to “sustain and advance the mission of The Salvation Army in the salvation of the world.” This will require capabilities in the following areas:

   2.1 Communicating in written, spoken, visual, and artistic forms to diverse audiences.
   2.2 Locating, evaluating, and using print materials, personal communications, observations, and electronic media to solve problems.
   2.3 Effectiveness in Christian leadership that reflects multi-cultural sensitivity, global awareness, and community building for the development of self and others.
   2.4 Developing and managing resources (fiscal, human, physical and technology).

3. **Spiritual Maturity and Character.**
   
   Upon graduation, cadets will demonstrate the spirit and character necessary to “sustain and advance the mission of The Salvation Army in the salvation of the world.” This will require that graduates demonstrate:

   3.1 A continuing and disciplined commitment to personal, spiritual, and leadership development and Bible study.
   3.2 The integrity and ethics and skills set necessary for effective decision-making.
   3.3 A commitment to wellness and self-care that promotes a healthy lifestyle and officership.

In order to facilitate the achievement of these 11 Institutional Student Learning Outcomes, CFOT is committed to providing the following:

• A vital Christian environment built upon Wesleyan holiness principles.
• High quality integrated spiritual development, learning, and living programs.
• Mission-driven classroom and Field Training experiences.
• Strategic plan-based budget and resourcing of programs to support the mission of the College.
GENERAL EDUCATION OBJECTIVES

The General Education Program is designed to provide cadets the opportunity to learn, exercise, and refine lifelong learning skills which will help them to comprehend and function effectively in the modern world. The courses are designed to introduce the cadets to fundamental knowledge in theology, culture, and the society in which the cadet lives. Additionally, courses offered will provide better self-awareness.

Essential General Education skills required for effective ministry in today’s complex societies include a basic ability to handle and interpret numerical concepts and mathematics. Reasoning with numbers in the development of budgets, goals and other plans and developing an empirical, problem-solving style of thinking and communication are essential to all organizations and managers or stewards. Additionally, the variety of communication styles helpful in different social situations and cultural expectations must be developed.

DECISION-MAKING PROCESS

Purpose and Process

The College is committed to promoting communication and information sharing among and between the various councils of the College to enhance the quality of decision-making. Informed decisions are a product of engaging people representing important functions and expertise at the College and providing an opportunity for input, discussion, and review of important matters. At CFOT, there are in existence numerous councils whose definitions, memberships, and roles within the organization are detailed and updated annually in the CFOT Manual. The councils are active and engaged, meeting regularly to fulfill their responsibilities to the College and its cadets.

Crestmont Council

The Crestmont Council serves as the official governing Board of the College. The Council’s official By-Laws refer to the council as the “educational authority for the College,” an educational unit of The Salvation Army, whose responsibilities include the oversight of education and training at the College. The Council’s powers include approval of the curriculum and the training and field experience as well as being responsible for the overall quality, integrity, and financial stability of the College. The Council is also required to ensure that the religious and moral content of the College’s programs and courses of study are consistent with Salvation Army beliefs and principles. The Council has an active role in assessing the performance of the principal and in assessing on an annual basis its own performance.

Executive Council

The College’s Executive Council is the primary decision-making committee on the campus. The Executive Council has an additional responsibility in consultation with the Principal for determining those matters that also need to be referred to the Crestmont Council for a board decision. These are usually the more substantive issues and/or policies that require additions or revisions to mission, program, staffing or budget.

Matters involving the Curriculum Council, Personnel Council, and the Command Finance Council are significant areas of decision making, and councils that routinely refer recommendations for action or consideration to the Executive Council. Every effort is made by the Crestmont Council and the Executive Council (as well as all other councils) to match meaningful and appropriate data with informed decision-making.

Constituent Participation

The goal of the College is to appoint cadets, officers, and staff representatives to the councils who have an informed and genuine interest in such governance and program matters and have them use assessment data and experience to make recommendations and decisions in support of the College and its cadets. The council process at CFOT is vital to the College’s effectiveness.
CFOT SCHEDULES

In-Sunday Schedule
9:00 .... Sunday School Assembly
9:20 .... Sunday School Classes
10:30 .... Morning Worship
12:00 .... Lunch
5:00 .... Family Night (Quarterly)

In-Sundays fall into three main categories:
• Spiritual Day: A private Sunday designed specifically for cadets. Leaders will be either the Territorial Commander, Chief Secretary or Training Principal.
• Fellowship Sunday: Includes cadet and officer families, school age and up. Will be led by either an officer on staff or invited guest.
• Community Life Sunday: Provides an intentional focus on the spiritual life of the cadet and their families. The disciplines of the spiritual life are examined biblically and experientially, led by the Directors of Personnel and supported by the Personnel Department.

Out-Sunday Schedule
The schedule for Out-Sundays varies according to each brigades’ field training activity and location.

Regular Weekday Schedule

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<td>8:30-9:00</td>
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Adjustments are made to the schedule to accommodate Seminars, Field Training activities, and special events/programs.
KEY DATES

Summer 2019
Summer Internship Ends..............................................July 28
Summer Break ..............................................................July 29 - August 12
Faculty/Staff Conference .............................................August 7
Second-Year Cadets Return (by 8pm) .........................August 12
First-Year Cadets Arrive (by 2pm) ..............................August 13
Fall Quarter Credit Transfer Requests (1st Years) ..........August 19
Orientation .......................................................................August 14-23

Fall Quarter August 26 - November 7 (11 Weeks)
Labor Day Holiday ............................................................September 2
Welcome Banquet .............................................................September 6
Future Officers Fellowship .........................................September 6-8
Welcome of Cadets .........................................................September 7
Winter Quarter Credit Transfer Requests ................October 24
Fall Blitz ........................................................................October 18-20

Interim Period November 12 - December 22 (6 weeks)
Christmas Intensive .........................................................November 12 - December 22
Christmas Break .............................................................December 23 - January 1
Cadets Return ...................................................................January 1

Winter Quarter January 2 - March 12 (11 Weeks)
Martin Luther King Jr. Holiday .................................January 20
Spring Quarter Credit Transfer Requests .................February 20
President’s Day Holiday ...............................................February 17

Spring Quarter March 25 - May 30 (10 Weeks)
Spring Campaigns .........................................................March 18-23
Good Friday .................................................................April 10
Easter Sunday .................................................................April 12
Fall Quarter Credit Transfer Requests (1st Years) ....April 30
Memorial Day Holiday ....................................................May 25

Graduation/Commissioning
Mantle Service .............................................................May 31
Covenant Service (2nd Years) .......................................June 7
Commencement & Silver Star Banquet .....................June 13
Commissioning & Appointments ..............................June 14
Summer Internship Begins (2nd Years) .....................June 17
New Lieutenants Depart .................................................June 17
ADMISSIONS

ADMISSIONS PROCEDURES

All applicants for the College for Officer Training must meet certain qualifications prior to admission to the College. They must be soldiers of The Salvation Army for at least six months. They must also receive backing from the leaders of their respective corps; e.g. corps officer, local officers, as well as divisional officers before receiving acceptance from the Territorial Candidates’ Board.

Applicants must be individuals of good moral and spiritual character and will be screened via criminal records and other background checks. They must have demonstrated leadership ability, emotional stability and have good physical health. All applicants must complete the pre-training non-credit course.

Although it is recommended that an applicant complete high school or its equivalent, CFOT does not require such a diploma. It is recommended that all applicants have two years of college work, military training, or work experience following high school, prior to entering the College for Officer Training. Applicants who are accepted are eligible for the Associate of Arts in Ministries degree upon completion of all degree requirements.

The College does require official transcripts from high school and any colleges attended for screening, advising, and placement purposes. Official copies of these documents are required. If an entering cadet has completed the equivalent of 15 quarter hours of academic credit at an accredited college, it is not necessary to also submit the high school transcript. Official certified true copies of academic records issued by the institution of study or relevant government body may be accepted, as original notarized copies are not acceptable. In addition, translations must be submitted for all transcripts not officially issued in English. These must be in the same format as the original language documents, line by line and word by word and must be typed. The International Education Research Foundation (IERF) has negotiated a special discount for applicants who use their transcription service. This service can also be contacted through their website.

PLACEMENT EXAMS

English Competency

All cadets must be able to communicate with people in their community, with other Christian groups, with Divisional and Territorial command heads, with Advisory Boards, and with community groups that often fund and support the work of The Salvation Army, in the dominant language of the culture. Good communication skills include both spoken and written English. The competency will be assessed, objectively, by scores from the Accuplacer reading comprehension, sentence structure, and writing samples and/or the Admissions educational assessment testing and writing samples gleaned from cadets’ pre-training coursework. If the cadet does not meet minimum English standards early after entry to CFOT, they may be required to take classes in English Development until proficiency is adequately demonstrated.

Mathematics Competency

All cadets must be able to demonstrate numerical competency, and to be able to perform such tasks as to balance books, write checks, pay bills, confirm billings, and develop budgets. Often, numbers are embedded in written documents and reports. Understanding how simple mathematical principles are derived from and must be applied to the written materials is essential. This competency will be assessed, objectively, by scores from the Accuplacer Arithmetic test and/or the Admissions educational assessment testing. If the cadet does not meet minimum Mathematics standards early after entry to CFOT, they may be required to take the Fundamentals of Mathematics course.

READMISSION

A cadet who has left the College for Officer Training for any reason must reapply through their Divisional Headquarters to the Territorial Candidates’ Board. Each case for re-admission will be considered on an individual basis.
EXPENSES

Tuition and Room & Board

CFOT’s purpose is the education and training of cadets who, upon the completion of their study, are commissioned as Salvation Army Officers. As such, the costs of tuition and room and board are supported in total by grants, scholarships, loans, and funds from the sponsoring corps, division, and/or Territorial Headquarters.

The College does not participate in any of the state or federal financial aid programs. Cadets are required as part of their enrollment budget process to inform the College about financial assistance from other sources applicable to costs at CFOT.

Student Loan Deferment

State and federally insured loans cannot be endorsed by CFOT. Cadets should plan accordingly in their budget preparation.

FEES AND OTHER COSTS

1. A preliminary application fee of $50 must accompany the candidate’s preliminary application. This charge helps defray costs associated with the application process.
2. A $25 non-refundable breakage fee per person will be required, and is payable at the time of registration.
3. There will be a charge for replacement of lost keys.
4. A weekly board may be charged to all non-cadet (non-officer) spouses living at the College.

CFOT REFUND POLICY

Should there be a separation of the cadet from the College for Officer Training during the two-year period, a prorated tuition/fee refund may be considered in the case of cadet paid expenses.

SOURCES OF FUNDING

Cadet Loan Fund

All cadets will be eligible at the beginning of the second year of training to apply for a cadet loan (up to $1,000) if included in the initial candidate budget. Approval will be based on need. See the current Cadet Manual for more information.

Student Loans

Candidates entering CFOT who have repaid previous loans, whether partial or in full, and payments are not in default, will be eligible for an additional loan not to exceed a total outstanding liability of $9,000. (See Policies and Procedures, Part 2, Procedure 10-13)

Officers’ Children Education Scholarship

The scholarship is limited to $8,460 per year, or a maximum of $16,920 for training, providing the cadet has not used the total allowed ($33,840) for prior educational expenses. (The officer’s child must be 18 years of age or older).

Finally, various other need and non-need based scholarships have been made available to the College to enable cadets with certain abilities, needs, or qualities to complete their education. Information on these grants are published by the Personnel Department.
CADET SUPPORT & SERVICES

CADET SOCIAL LIFE
The life of the cadet at the College for Officer Training is based on the “whole person” concept. The cadet is not only an intelligent being, but one with spiritual, emotional, and social capabilities. To help develop the emotional and social facets of cadet life, opportunities are provided for recreation in sports such as tennis, basketball, and volleyball, and for socialization in activities such as picnics, session outings, and other similar events.

MEDICAL COVERAGE
Medical and dental coverage is provided by The Salvation Army’s Officers’ Health Care Provisions. More information on this is available from the Divisional Candidates’ Secretary and the Cadet Manual.

MENTAL HEALTH SERVICES
Mental health services are provided for cadets and their families during their time at CFOT. Professional therapists are available on campus free of charge to assist cadets and their families to achieve emotional, psychological, social, and spiritual wellness. Off-campus therapy is also provided when deemed necessary, along with psychiatric services and medication management.

FAMILY CARE CENTER
CFOT’s Family Care Center exists to offer family care services for the cadets. This well-equipped center provides for physical care and for the growth, development, behavior, discipline, individuality, culture, dignity, and Christian education of each child.

EMERGENCY & CRIME REPORTING
Campus security and the safety of the cadets, their families, the faculty, and volunteers of the College for Officer Training is a priority for administration. In keeping with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (or Clery Act), CFOT has put into practice procedures to respond and report any crimes and emergencies.

General Procedures
All individuals on campus are encouraged to report all crimes and public safety related incidents to a Personnel officer in a timely manner. Any life-threatening emergency or crime should be reported to the Los Angeles County Sheriff’s Office by calling (911). To report a non-emergency security or public safety matter, call the Personnel Department.

All CFOT incident reports are forwarded to the Principal’s office for review and potential action by the Personnel Department. The Personnel Department will proceed with a thorough investigation, then report findings to the proper authorities. If assistance is required by the LA County Sheriff’s Department or the Rancho Palos Verdes Fire Department, CFOT will contact the appropriate unit. If a sexual assault should occur, staff on the scene, including CFOT, will provide support that may include crisis counseling at any time of the day.

Crimes should be reported to a Personnel officer immediately to enable timely warning notice to the community when appropriate and to ensure inclusion in the annual campus safety report.

CADET COUNCIL
The Cadet Council is a body of cadets, elected by their peers, which meets monthly and acts as a liaison between the cadet body and the college staff and as a vehicle for cadet input into the decision-making process.

The Council consists of: the chairman, two representatives at large, and two representatives from each session. Each year the Training Principal appoints a staff advisor and an alternate advisor. The staff advisor orients the Cadet Council on college policy and provides guidance on the preparation of proposals for administration.
ELFTMAN MEMORIAL LIBRARY

The library at the College houses over 22,000 titles including access to ebooks and an extensive collection of specialized online databases related to religion and social sciences. The facility is registered as a comprehensive source of information in the fields of religion and religious social work with the California State Library Association. Library resources, including the catalog, are available online via the CFOT website.

A small express library is accessible to cadets, and contains Salvation Army and reference collections.

Library staff are available to assist cadets during the following hours:

Monday - Friday: 8:15 a.m. - 4:15 p.m.

Additionally, the main and express libraries remain open until midnight Monday through Friday with a self-checkout option. The libraries are also open with a self-checkout option from 10 a.m. - midnight Saturday and 2 p.m. - midnight Sunday.

ACADEMIC SUPPORT

The Salvation Army College for Officer Training will provide a variety of academic services from tutoring, oral and written communication support, academic counseling, and a variety of educational workshops. These services are available through the Curriculum Department. Cadets should contact the Director of Curriculum for additional information on these services.

TRANSCRIPTS

Official and unofficial transcripts are available upon request. Information and forms can be found at www.crestmont.edu.

To avoid unnecessary requests and expenses, graduates should check with the institution to which they are applying before requesting transcripts from CFOT.
POLICIES

STATEMENT OF FAITH

All cadets of the College are expected to follow the essential elements of the Salvationist faith and life shared as a community of believers. All officer staff and cadets have declared their allegiance to the doctrinal beliefs of The Salvation Army and realize that these will have implications on the academic, social, and spiritual life of the College.

STATEMENT OF ETHICS

The College for Officer Training offers the following series of considerations as a guide to the ethical deliberations of each member of our religious and academic community. All campus constituents are expected to demonstrate an inherent respect for all other persons, hold the teaching and learning process in high esteem, demonstrate collegial and individual responsibility for teaching, learning, spiritual formation and campus decision-making, support the spiritual and personal growth of each cadet, and to be fair, honest, and open, and act in accordance with the core values of the College. In addition, campus constituents are expected to practice environmental and financial stewardship.

ACADEMIC FREEDOM POLICY

At CFOT, we believe academic freedom presents an opportunity to be exercised and a responsibility to do so. Such freedom must be carried out with civility, mature judgment, and the awareness of the broad representation of Christian faith that exists throughout the College. Accordingly, CFOT affirms its commitment to freedom of inquiry and expression in academic endeavors and underscores the need for faculty responsibility to support and advance the mission.

The College recognizes that academic freedom is defined by accepted academic standards and by the mission, values, and character of the College. We seek to maintain a spiritual-based and academic community in which members of the faculty are free to engage in scholarly inquiry and expression within an intellectual context shaped by the Christian tradition.

The College follows these principles in its practice of academic freedom:

• Members of the faculty are entitled to the rights and privileges and bear the obligations of academic freedom in the performance of their duties. Members of the faculty are free to pursue truth and knowledge within their academic areas of instruction, in their writings, and public statements in their fields of professional competence. Faculty members should always strive for accuracy, appropriate restraint, and respect for the opinions of others.

• Faculty members are entitled to freedom in the classroom in discussing their subjects. Faculty should be careful not to introduce controversial matters which have no relation to the subject or may unnecessarily or prematurely hurt the development of cadets’ intellectually, spiritually, emotionally, or socially.

• In their roles as members of the broader global and campus community, faculty members need to be cognizant that the public will form perceptions of their profession and their institution by their utterances.

• The only complaints that will be considered are those alleging faculty violations of professional standards in the discipline or advocating positions incompatible with those commitments articulated in the documents that are central to the College’s identity as a Christian college, and then only when the evidence supporting the allegation is more substantial than rumor, inference, or hearsay. Such alleged violations should be referred to the Director of Curriculum who may recommend a sanction ranging from counseling to disciplinary action or termination of employment. A faculty member who believes his or her academic freedom has been unduly restricted may pursue resolution via a review and recommendation by the Director of Curriculum for a response and decision by the Executive Council of the College.
**POLICIES**

**FACULTY DISCIPLINARY PROCEDURES**

Alleged violations of the Statement of Ethics policy or the Academic Freedom policy should be lodged (i.e., documented in writing) with the Director of Curriculum who may recommend to the Executive Council and the Training Principal a sanction ranging from counseling to removal from teaching duties. No disciplinary action can be taken if more than three years has passed between the time when the Training Principal knew or should have known about the alleged violation of these policies and the delivery of the notice of proposed disciplinary action.

**CADET CONDUCT**

The Cadet’s Rule: Cadets are expected to conduct themselves, at all times, as Christians and officers in training.

It is the aim of the College to provide a healthy environment, free from destructive elements that might hinder academic excellence and personal growth. Each cadet is expected to abide by all the regulations of the College and to govern his/her personal conduct by the standards of Christian living and example. The cadet is preparing for a life of dedicated service to God and The Salvation Army. This life demands full commitment to biblical principles and dedication of one's skills and talents to the honor and glory of God.

The curriculum attempts to stimulate not only intellectual growth, but also spiritual, ethical, and emotional growth. In this spirit it is the desire of the College to create a climate of mutual trust, respect, and interpersonal concern where openness and integrity prevail.

It is expected that each cadet will pursue self-improvement and develop his or her full personal potential. The College encourages independent intellectual effort, while not tolerating dishonesty, cheating, or plagiarism in any form.

The policy of the College is that no cadet be allowed to continue as a cadet, who is proven guilty, while in training, of any unethical conduct such as dishonesty and or immorality.

This would include any other conduct which renders the cadet, in the judgment of the Training Principal, unfit to be a representative of The Salvation Army. See later sections for further specific statements on academic honesty.

**NON-DISCRIMINATION POLICY**

The policy of The Salvation Army is to provide equal opportunity and equal consideration to all peoples without regard to race, national origin, color, creed, sex, age, or physical disability.

In view of the purpose of The Salvation Army to provide humanitarian services consistent with the values and goals of the Christian Faith, the U.S. Civil Service Commission has approved the following change in the policy statement of the Affirmative Action Program for Equal Employment Opportunity for The Salvation Army:

1. That certain staff positions will be filled by persons of the Christian faith in those cases where they are responsible for the transmission of religious values.

2. The restriction of certain activities to members of a particular sex when similar or corresponding programs are available for groups of the opposite sex.

In accordance with the approved change, the U.S. Civil Service Commission has granted The Salvation Army an exception to the provisions of the Federal Fund-Raising Manual relating to non-discrimination with respect to religion and sex.

At the request of the U.S. Civil Service Commission, The Salvation Army has identified the following classifications to be covered by the exception:

- Teachers in religious oriented programs.
- Institutional chaplains.
- Christian education employees.
- Group workers in religious oriented programs.
- Counselors in religious oriented programs.
- Camp directors.
- Recreation directors (if working with group of one sex).
- Program workers (if working with group of one sex).
CFOT GRIEVANCE PROCESS

The first opportunity for the resolution of a misunderstanding or disagreement is to deal with the matter on an individual level with those involved. If satisfaction is not realized in this way, there are two options available:

1. When it is an issue involving the cadet body, the problem should be presented to the Cadet Council for consideration after discussion with the cadet advisor.

2. Other matters should be brought to the officer bearing responsibility in the area involved.

If desired, appeal interviews can be arranged with staff officers in the following order:

- Primary Administrator
- Department Head
- Assistant Training Principal
- Training Principal

The established grievance procedure for the resolution of cadet and employee complaints is also utilized for discrimination questions.

The Director of Personnel is designated to coordinate non-discrimination compliance efforts and to investigate grievances as they relate to cadets.

ACCJC COMPLAINT POLICY

Cadets and members of the public may file a formal complaint about CFOT by following the Commission's Policy on Student and Public Complaints against Institutions. The process is detailed at their website. In addition, The Director of Library Services/Museum has a copy of the policy, procedures, and form for filing such a complaint. In this case, the complainant must demonstrate that all remedies at the institution have been exhausted.

SEXUAL HARASSMENT POLICY

Cadets have a responsibility to report any incidence of sexual harassment and are expected to abide by The Salvation Army’s Policy on Sexual Harassment (Policy and Procedure, Part Two 13-19). All cadets are required to attend the Sexual Harassment Prevention Seminar.

ALCOHOL, TOBACCO, & ILLEGAL DRUGS

In accordance with The Salvation Army’s position in this regard, CFOT is an alcohol, tobacco, and drug-free campus. It is unlawful to manufacture, distribute, dispense, possess, use, or sell controlled substances or illicit drugs, alcohol, or substances containing tetrahydrocannabinol (THC) on campus. All cadets, staff, and employees are required to comply with this policy. Anyone violating this policy will be subject to disciplinary action, including possible termination.

Local, state, and federal laws establish severe penalties for violations of drug and alcohol statutes. In addition to CFOT disciplinary actions, anyone violating this policy will be subject to criminal prosecution, fine, and/or imprisonment.

CFOT WEAPONS POLICY

The possession or storage of firearms, explosive or incendiary devices, or other weapons on the CFOT campus is prohibited. This policy applies to employees, cadets, officers and individuals visiting or conducting business on campus and extends Salvation Army/CFOT owned vehicles and personal vehicles entering campus.

A weapon is defined as:

- Any device that shoots a bullet, pellet, flare, archery arrow, or any other projectile, whether loaded or unloaded, including those powered by CO₂. This includes, but is not limited to archery bows, rifles, shotguns, handguns or other firearms, BB/pellet guns, flare guns, stun guns, or dart guns and any ammunition for any such device.
- Any replica of the aforementioned items.
- Any explosive device including firecrackers and black powder.
- Any device that is designed or traditionally used to inflict harm (including but not limited to any knife with a blade longer than three inches, hunting knife, fixed blade knife, throwing knives, dagger, razor or other cutting instrument the blade of which is exposed).
EDUCATIONAL/GRADING POLICIES

Enrolled cadets graduate under the catalog requirements in place at the time they enter the CFOT. In those cases where requirements or course offerings are modified during the two year enrollment period, the Director of Curriculum will work with the cadet(s) to ensure the cadet’s graduation requirements are fairly interpreted and applied to facilitate graduation.

Quarter System

The College operates on the quarter system. One quarter unit represents 12 class instructional hours.

Duplicate Use of Materials and Assignments

It is expected that cadets will use original written and program materials for classes and or Field Training assignments. Multiple use of assignments may be allowed for Field Training purposes only, and will be pre-approved by instructors and/or brigade officers.

Grading System

The following table shows the grading system used at CFOT.

<table>
<thead>
<tr>
<th>Score</th>
<th>Grade</th>
<th>Grade Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>93-100</td>
<td>A</td>
<td>4.00</td>
</tr>
<tr>
<td>90-92</td>
<td>A-</td>
<td>3.70</td>
</tr>
<tr>
<td>88-89</td>
<td>B+</td>
<td>3.30</td>
</tr>
<tr>
<td>82-87</td>
<td>B</td>
<td>3.00</td>
</tr>
<tr>
<td>80-81</td>
<td>B-</td>
<td>2.70</td>
</tr>
<tr>
<td>78-79</td>
<td>C+</td>
<td>2.30</td>
</tr>
<tr>
<td>72-77</td>
<td>C</td>
<td>2.00</td>
</tr>
<tr>
<td>70-71</td>
<td>C-</td>
<td>1.70</td>
</tr>
<tr>
<td>68-69</td>
<td>D+</td>
<td>1.30</td>
</tr>
<tr>
<td>62-67</td>
<td>D</td>
<td>1.00</td>
</tr>
<tr>
<td>60-61</td>
<td>D-</td>
<td>0.70</td>
</tr>
<tr>
<td>59 &amp; below</td>
<td>F</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Incomplete Course Grade

Course instructors are able to award Incompletes to cadets who may need more time on task to complete the course SLOs satisfactorily. If the final grade is not reported within one month of the beginning of the next quarter, the letter “I” will be dropped and the grade will be calculated on the value of the work previously completed. When warranted, the Director of Curriculum, with the support of the instructor, can recommend to the Executive Council that the extension deadline be modified. This would allow faculty to accommodate the cadets they perceive as needing slightly more time to complete their work and SLOs satisfactorily.

In the matter of illness or academic circumstances beyond the control of the cadet, he/she may not be able to complete course work as prescribed in a class syllabus. The cadet who is unable to complete work prescribed in a course, Field Training practicum, Summer Internship, or Christmas Intensive may apply to his/her instructor prior to the end of the quarter and/or practicum for consideration of a grade classification of Incomplete.

The cadet shall file a “Petition for a Grade of Incomplete” with the Director of Curriculum, indicating the reason for petition. The petition will have the recommendation and signature of the course instructor for which the cadet requests an Incomplete grade also noting what assignments or exams must be completed by the cadet. The petition will also have the recommendation and signature of the Director indicated above. The Director of Curriculum will recommend appropriate action to the Executive Council before the incomplete grade may be given.

Final Grades

Final grades are given following the completion of the academic quarter. A request for change of grade for any course must be submitted in writing to the instructor with a copy to the Director of Curriculum no later than two weeks from issue of quarter grade report. Change of grades for other than clerical errors will not be accepted after the two week grace period.

Pass/Fail Courses

A cadet must obtain a 70% or better to pass a pass/fail course.

Several elective classes are offered for both a grade and pass/fail. When cadets register for an elective class, they must choose either a grade or pass/fail. At no time during the quarter can the cadet change his/her mind and opt for the other
way of grading. Pass/fail classes are not entered into GPA determinations.

Withdrawal From a Course

In special circumstances involving serious illness or other circumstances beyond a cadet’s control, a cadet may decide he or she needs to withdraw from a required course. In this situation the cadet not only has to document the request and rationale during the quarter, but also have an agreed-upon plan for making up the required course approved by the Curriculum Department. A cadet must petition the College for withdrawing from a course before the half way point of the quarter.

Any cadet who discontinues attending a credit course must immediately contact the instructor and discuss the withdrawal option and then request the withdrawal through the Curriculum Department. In optional courses, which may be repeated or made up (e.g., Worship Arts Electives), it remains incumbent on the cadet to formally withdraw when not attending the course. Withdrawal from any course must be approved by the Instructor and the Director of Curriculum. Cadets who do not withdraw properly may end up with a failing grade on their record.

A cadet who withdraws from an optional course during the first four class meetings of the quarter may do so in consultation with the Instructor and Curriculum Department with no penalty or record of withdrawal. For example, a cadet who enrolls in a Worship Arts elective and then decides after attending one or two classes that the cadet would be better served by enrolling in another elective in a later quarter may withdraw from the course with no penalty or record of withdrawal.

Late Work

Cadets are responsible for all assigned work. Penalties are imposed according to the guidelines indicated in each class syllabus. The acceptance of late work and/or enforcement of approved penalties is at the discretion of the instructor and so specific policy varies from course to course.

Course Failures

In the case of a failed grade in a required course, the cadet can retake the course as a directed study. A written Directed Study Agreement is to be developed by the instructor and cadet and submitted to the Director of Curriculum for approval.

For such a course repeat via directed study, cadets will be graded on a Pass/Fail basis and, if the Pass grade is awarded, will then fulfill the course requirement for graduation. The initial “F” grade would remain on the transcript and in the calculation of the cumulative grade point average.

Graduation & Commissioning

The Associate of Arts in Ministries degree is granted upon successful completion of 93 credits in the prescribed course of study, a G. P. A. of 2.0 or better, and no unresolved failures in the General Education courses.

Commissioning as an officer in The Salvation Army is granted upon satisfactory completion (grade of “C” or better) of all courses required by The National Curriculum Standards and upon recommendation of the Training School staff.

In exceptional circumstances the Director of Curriculum may recommend to the Training Principal and THQ that a cadet experiencing academic (or personal) difficulties be transferred out of the degree program and be assigned an amended curriculum. In such cases, the cadet will be required to take only those courses that meet the officer commissioning requirement, as defined by the National standards.

UNSATISFACTORY ACADEMIC STATUS AND ACADEMIC PROBATION

Placement of a cadet on unsatisfactory academic status or on academic probation is an administrative decision made by the Director of Curriculum based on published college academic criteria at the recommendation of the CFOT Executive Council. The Director of Curriculum for the College for Officer Training will notify the Council when a question of cadet academic status arises. When a cadet earns unsatisfactory academic status or academic probation, that decision will be conveyed to the cadet by the Director of Curriculum.

Cadets failing to achieve a quarterly grade point average of at least 2.0, or who earn a grade of “D” in any two courses, will be recommended for
placement on unsatisfactory academic status. A grade of “F” will result in placement on academic probation.

This will result in the following process:
• The cadet will be notified in writing by the Director of Curriculum that he/she is on unsatisfactory academic status or on academic probation.
• If the cadet is on unsatisfactory academic status or academic probation, the Director of Curriculum will recommend to the CFOT Executive Council steps to assist the cadet in improving their grades and college standing. These may include, but are not limited to:
  1. Assignments to Library or Academic Achievement Center on weekday evenings or during other personal time.
  2. Assignment to staff officer who will act as tutor or advisor.
  3. Limitation of involvement in extracurricular activities.
  4. Restriction from serving on Cadet Council. When a cadet is on unsatisfactory academic status, the Director of Curriculum will periodically evaluate the cadet and may recommend to the CFOT Executive Council a continuance on unsatisfactory academic status beyond one quarter, with the intent of assisting the cadet to acquire the necessary skills to gain satisfactory status and/or for possible recommendation that the cadet be placed on probation for academic reason.
  5. The Review Council, with the intent to see if recommendation for termination should be made to the Principal, will evaluate any cadet on academic probation for two quarters.
  6. The Training Principal will decide if recommendation for termination should be made to Territorial Administration.
  7. Territorial Administration will decide whether or not to terminate the cadet from the CFOT.

When the decision is made to place a cadet on probation for academic reasons, the Secretary for Personnel at THQ and the cadet’s Divisional Commander will be informed. Academic probation status will also be reflected on the educational transcript.

When a cadet reaches a cumulative grade point average of 2.0 and has passed all courses as required, the cadet will be considered in good standing, all academic probation requirements discontinued, and the Secretary for Personnel at THQ and the cadet’s Divisional Commander will be notified.

**ATTENDANCE POLICY**

Attendance at all official CFOT classes, events, and activities is mandatory, as the entire training experience is planned for the development of the cadet into an officer. Any absence or tardiness diminishes the learning experience for the cadet and the group.

As such, CFOT has the following guidelines for absence, tardiness, and participation.

**Absence/Tardiness Procedure**
1. When cadets are going to be absent from any class, seminar, or college activity for any reason, they must notify the instructor/advisor for that activity and the Personnel Department as soon as possible via the online reporting system.
2. When a cadet is either absent from or tardy to a class, seminar, or other college activity the absence or tardiness is registered in the Attendance Record by the instructor and may result in grade or point reductions.
3. Each instructor has the right to determine whether a cadet may attend class via web-cam or other virtual means. This may only occur with a physician’s orders to remain at home over an extended period of time.
4. Each cadet is expected to acquaint himself/herself with the college schedule that is posted by the Curriculum Department and available through CalendarWiz.
5. Cadets are expected to be on time for all classes, seminars, and events. Excessive tardiness may impact the cadet’s grades and academic standing and will be considered in the Personnel Review. When grades are calculated, two tardies equal one absence.
6. Exceptions: The sole exceptions are service on a College Council or Committee or on or off campus business that is required by the College and approved by the Director of Curriculum.
Participation

It is expected that all cadets will be fully engaged in the academic program. As such, participation in class accounts for 10% of each course’s overall grade calculation. Participation includes, but is not limited to: attendance, contribution to in-class discussion, timely response to post-class emails, participation in on-line discussion boards, and submission of other opportunities for interaction with course material.

Outcomes for Absence

Classes: Cadets will be responsible for work missed during any absence. They must contact their instructors as soon as possible to cover any class work.

In case of personal/family illness or emergency, cadets will be excused for up to 10% of class hours for each individual course (i.e., one absence in a one-unit course, two absences in a two-unit course, or three absences in a three-unit course). Subsequent absences will result in a meeting with a member of the Personnel Department. Absences of more than 30% of class hours will result in a failing grade.

Seminars: The series of seminars offered by the College are required for commissioning as a Salvation Army officer and attendance is imperative. Doctor’s appointments may not be scheduled during any of the seminars. In the event that a seminar must be missed, the cadet must meet with the Director of Curriculum or seminar coordinator to determine what course of action will be taken to make up the missed seminar.

Field Training: The Field Training Department will record attendance for field training activities and the Personnel Department will follow-up with any cadet with frequent absences and tardiness. If absences continue, the cadet will meet with the Assistant Training Principal for any action needed. Cadets who have excessive absences will be brought before the Review Council.

In the event that a cadet misses one-fourth of field training for any reason, the course will be considered incomplete and arrangements will be made for additional work to complete the course.

Cadets absent from more than one Field Training activity per quarter will complete an equivalent make-up assignment per the approval of the Director of Field Training. Cadets who have not completed required Field Training activities or make-up assignments will receive a grade of incomplete for Field Training and will be required to complete the Out-Sunday Make-Up assignment.

All other Field Training activities require on-time attendance. Two tardies equal one absence and two absences will require an approved make-up assignment.

Spiritual Formation Activities: Prayer groups, discipleship groups, Chapel, and assembly form a holistic approach to spiritual formation through the Spiritual Formation I and II courses. As such, attendance at these activities falls under the guidelines for courses described above.

MATERNITY/PATERNITY LEAVE GUIDELINES

• During the postpartum period, the mother should return to regular attendance at class as soon as possible (with physician’s approval) and no later than four weeks after the birth (6 weeks after a C-section). Paternity leave for the father is one week.
• Excused time away from class is allotted for moms to leave the class to nurse.
• During any absence from class, cadets are responsible for obtaining class notes from other cadets and keeping up with the course.
• Cadets are responsible for making arrangements with the instructor for any missed exams or assignments.
• Arrangements can be made (at the instructors discretion) for remote participation in class.
• Cadets will need to trade off every day in terms of classroom attendance once they resume attending classes.
• Newborns are permitted in class as their presence does not disrupt normal classroom activities.
• The Family Care Center will be made available once the baby has been immunized.
• If the baby is not able to go to the Family Care Center after 8 weeks, a note from the doctor is
POLICIES

required which should be submitted to the Director of Personnel.

• It is the cadets’ responsibility to communicate to their what the arrangements will be in terms of class attendance. A copy of this information to the submitted to the Director of Curriculum.

These guidelines are outlined in the maternity/paternity leave agreement form which the cadets, Training Principal, Director of Personnel, and Director of Curriculum must sign.

ACADEMIC DISHONESTY

Two broad categories define acts of academic dishonesty: cheating and plagiarism. It should be noted the category of cheating extends to homework and lab assignments, as well as to exams.

A Christian intellectual community such as the College for Officer Training at Crestmont requires the highest standards of academic honesty. For this reason, the Curriculum Department defines the operation of the Rule of Conduct in instances of demonstrated academic dishonesty.

At CFOT, cheating is defined in 3 principal ways:
1. Copying from other cadets or from written materials.
2. Providing or receiving unauthorized assistance to or from another.
3. Collaborating on assignments without the instructor’s authorization.

Plagiarism is defined as copying from a book, article, notebook, or other source of material, whether published or unpublished, without giving proper credit through the use of quotation marks, footnotes, and other customary means of identifying courses, or passing off as one’s own the ideas, words, writings, and experiments of another.

There are three common kinds of plagiarism:
1. To use the exact language of someone else without putting this quoted material in quotation marks and giving its source.
2. When a writer presents, as his/her own, the sequence of ideas or the arrangement of material of someone else, even though he/she expresses it in their own words. The language may be theirs, but they are presenting and taking credit for another person’s work.
3. Finally, and most blatantly, plagiarism occurs when a cadet submits a paper written by another as their own work. All three kinds of plagiarism represent serious forms of academic dishonesty. Cadets may avoid plagiarism by using appropriate quotations and citing the source or by acknowledging in parentheses or footnote indebtedness to another writer.

Consequences for academic dishonesty will result in a grade of “0” for the assignment—up to a “Fail” for the entire course. In addition, anyone caught in academic dishonesty will forfeit any academic award given in connection to the completion of the Associate of Arts in Ministries degree.

Further consequences of acts of academic dishonesty will result in the following actions:
• One Act: Academic Probation
• Two Acts: General Probation
• Three Acts: Grounds for Termination

It is the policy of CFOT that the Director of Curriculum will recommend that no cadet may continue in training if proven guilty of acts of repeated academic dishonesty. This recommendation will be forwarded to the Training Principal on the grounds that the cadet is an unfit representative of The Salvation Army.

ACADEMIC AWARDS

On completion of their training, cadets will be eligible to receive the following awards:

Certificate of Salvation Army Officer Training.

All cadets will receive the Certificate of Salvation Army Officer Training, signifying satisfactory completion of the training requirements for commissioning as a Salvation Army officer.

Principal’s List

Cadets who have, over the two years of training, achieved a particular GPA will be placed on the Principal’s List as detailed on the following table.
**TRANSFER OF CREDIT**

A cadet who presents an official transcript of previous college or university work (other than non-degree applicable work) in courses directly comparable to those of the College for Officer Training may receive credit toward the Associate of Arts degree in Ministries from the College. Credit will be accepted only from institutions accredited by a regional or national accrediting agency with similar programs, i.e., WASC, ABHE, etc. Official transcripts required for transfer must be submitted as part of the admissions process and are retained in the Curriculum Department at CFOT. Any questions regarding the transfer of credit should be directed to staff in the Curriculum Department.

All courses at CFOT are measured in quarter units of credit. Semester hours are converted to quarter units for transfer purposes. Grades do not transfer – only units of credit. A cadet’s grade point average is computed only on work completed at CFOT.

CFOT has a residency requirement for courses taken in Biblical and Theological Studies. All such courses must be taken at CFOT. In addition, due to the nature of the degree program, some CFOT courses formally emphasize ministry applications related to The Salvation Army; this may mitigate course transferability. The Academic Design Committee in the Curriculum Department reviews transcripts to determine and document equivalency.

At CFOT the audit option is applied congruent with the transfer of credit policy for those cadets transferring in courses that meet transfer of credit requirements but lack a Salvation Army specific component. For example, cadets who transfer in a college level Introductory Sociology course receive full credit for the transfer course, but are required to audit the component of the Sociology course at CFOT that deals with social work in The Salvation Army. Such audits are arranged by the staff in the Curriculum Department, the instructors involved, and the cadet in advance of the beginning of the respective term of enrollment. No cadet auditing a course shall be permitted to change his or her enrollment in that course to receive credit for the course.

**International Transcripts**

CFOT is authorized to enroll international F-1 status student. All records of any previous schooling must be submitted as original documents. These records must show courses taken and grades earned, and must be translated into English if the original records are in another language. If the translation is supplied, it should be certified as accurate and correct by an appropriate public or school official, or sponsoring agency or government. The original record should also be included.

Prior to the application of transfer credit towards the Associate of Arts degree in Ministries, the international transcript must be evaluated by an approved credentials evaluation service. The College will then make decisions regarding course equivalences and actual transferability of such credits.

**INDEPENDENT STUDY**

Independent study is for those advanced cadets who wish to extend their knowledge in a particular area through additional research and study. It may be taken for credit twice while enrolled, and it is a one credit course. Cadets who wish to pursue this option must complete an Independent Study Agreement and have it approved by the Director of Curriculum no later than two weeks prior to the beginning of the quarter for which the Independent Study Agreement is requested.

**DIRECTED STUDY**

Directed study is available for cadets who: 1) have failed a course and need to repeat the course for graduation purposes or 2) need to take, for any reason, a course in a quarter in which that course is not offered.

In each case, a written Directed Study Agreement is to be developed by the instructor and cadet and
submitted to the Director of Curriculum for approval. This must be submitted before the commencement of the quarter in which the directed study is to occur.

**COMPUTERS**

Laptop computers are provided to all cadets for use at CFOT.

The user will be responsible for the maintenance, control of the computer, and legal software. Cadets will be responsible for cost of repair due to neglect or abuse. The THQ Information Technology Department will provide technical support for all CFOT computers.

Acceptable uses include college-related communication, activities related to the direct support of the College, uses consistent with the standards of the College and The Salvation Army, and uses in support of the cadet’s instructional and training program. Responsible, considerate, and ethical behavior expected by the College extends to the use of computing and networks throughout the world to which electronic access has been provided. Cadets in training to be ministers need to uphold this standard.
DEGREE REQUIREMENTS

Awarding of the Associate of Arts degree in Ministries is contingent on the successful completion of **93 units** of core and elective courses and attendance at all required seminars/lectures.

**CORE COURSES - 1ST YEAR**

**Biblical Studies**
- BI 132 Old Testament Survey I (2 Units)
- BI 133 Old Testament Survey II (2 Units)
- BI 134 Old Testament Survey III (2 Units)
- BI 136 Homiletics I: Interpreting the Bible (3 Units)

**Theological Studies**
- EC 141 Theology I - Church History (2 Units)
- EC 142 Theology II (2 Units)
- EC 143 Theology III (2 Units)
- EC 243 Theology IV (2 Units)

**Mission and Ministry**
- MI 100 Spiritual Formation I (1 Unit)
- MI 150 Intro to Public Ministry (3 Units)
- MI 177 Evangelism & Discipleship (3 Units)

**Field Training**
- FT 178 Christmas Intensive I (3 Units)
- FT 180 Field Training Practicum I (3 Units)

**Business and Management**
- BU 154 Business Management I (2 Units)
- BU 161 Technology Applications (1 Unit)
- BU 165 Corps Administration (2 Units)

**General Education - English and Communications**
- ENG 101 College Writing (2 Units)
- ENG 190 Info Literacy/Research Skills (1 Unit)
- COM 168 Homiletics II (2 Units)
- COM 169 Homiletics III (1 Unit)

**General Education - Natural and Social Sciences**
- PSY 156 Introduction to Psychology (2 Units)

**General Education - Worship Arts**
- MU 185 Music in The Salvation Army I (2 Units)
CORE COURSES - 2ND YEAR

Biblical Studies
BI 232 New Testament Survey I (2 Units)
BI 233 New Testament Survey II (2 Units)
BI 234 New Testament Survey III (2 Units)

Theological Studies
EC 238 Comparative Beliefs (2 Units)
EC 361 Ethics (2 Units)

Mission and Ministry
MI 158 Intro to Christian Education (2 Units)
MI 200 Spiritual Formation II (1 Unit)
MI 260 Pastoral Leadership (2 Units)
PSY 205 Intro to Addiction & Recovery (2 Units)
PSY 252 Counseling Techniques (2 Units)
MI 235 Mission in Culture (2 Units)
MI 298 Virtual Corps Training (2 Units)

Field Training
FT 274 Summer Internship (Business) (2 Units)
FT 272 Summer Internship (Communications) (2 Units)
FT 279 Christmas Intensive II (3 Units)
FT 280 Field Training Practicum II (3 Units)

Business and Management
BU 254 Business Management II (2 Units)
BU 258 Business Management III (3 Units)
BU 255 Financial Management (2 Units)

General Education - English and Communications
COM 265 Homiletics IV (1 Unit)
COM 266 Homiletics V (1 Unit)
COM 267 Homiletics VI (1 Unit)

General Education - Natural and Social Sciences
HIS 200 History 1865-Present (2 Units)
SCI 204 Contemporary Health & Wellness (2 Units)
SOC 200 Introduction to Sociology (2 Units)
ELECTIVES

Spring Electives (4 Units Required)

Cadets must complete two different electives (one in each of the spring quarters). All spring electives are 2-unit courses. Choice of elective will depend on the courses being offered and placement in first choice of elective is not guaranteed.

BI 307 Genesis  
BI 325 Biblical Equality  
BI 334 Isaiah and Jeremiah  
BI 342 Revelation  
COM 301 American Sign Language  
MI 309 World Missions  
PSY 328 Communication & Conflict Management

Worship Arts Electives (1 Unit Required)

All cadets must enroll in one Worship Arts electives (as offered) during the first year of training. If a cadet fails to successfully complete a Worship Arts elective during the first year of training he or she will be required to do so during the second year. All Worship Arts electives are 1-unit courses.

MU 122 Music Fundamentals  
MU 126 Praise and Worship  
MU 333 Drama  
MU 337 Audio and Video Techniques  
MU 350 Bass Guitar  
MU 351 Creative Movement  
MU 362 Instrumental Technique  
MU 364 Vocal Technique  
MU 372 Playing Piano for Worship I  
MU 381 Beginner Brass  
MU 387 Playing Guitar for Worship I  
MU 390 Playing Guitar for Worship II  
MU 397 Singing for Non-Singers

DEVELOPMENTAL COURSES

Based on the results of placement testing, some cadets may be required to complete the following additional non-credit developmental courses:

BU 062 Fundamentals of Math  
ENG 095 Introduction to Academic Writing  
ENG 087 English Language I  
ENG 088 English Language II  
ENG 089 English Language III  
ENG 090 English Language IV  
ENG 091 English Language V  
ENG 092 English Language VI

Cadets enrolled in ENG 095 Introduction to Academic Writing will take ENG 101 College Writing in the spring quarter of their first year in place of an elective. Cadets enrolled in the ESL program may take EC 141 Theology I - Church History as a directed study (to be completed by the end of the winter quarter of their 2nd year).
## REQUIRED SEMINARS & LECTURES

In addition to core, elective, and developmental courses cadets are required to attend the following seminars/lectures:

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<thead>
<tr>
<th>Seminar/Lecture</th>
<th>Seminar/Lecture</th>
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<tbody>
<tr>
<td>Adult Rehabilitation Center**</td>
<td>Prayer**</td>
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<tr>
<td>Advisory Board**</td>
<td>Prepare and Enrich*</td>
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<tr>
<td>Community Care Ministries**</td>
<td>Protecting the Mission</td>
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<tr>
<td>Emergency Disaster Services*</td>
<td>Salvationism Lectures</td>
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<td>Holiness**</td>
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<td>Mentoring Orientation and Seminar</td>
<td>Sexual Harassment Prevention</td>
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<td>Multicultural Perspectives for Ministry</td>
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<td>Multimedia Ministries</td>
<td>Spokesperson Training</td>
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<tr>
<td>National Publications**</td>
<td>Women's Ministries**</td>
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*Leads to related certification and/or authorization to perform specific duties.

**Seminar held on a biannual basis.
FIELD TRAINING

The following pages describe the Field Training public ministry activities that are incorporated into the curriculum of the College for Officer Training. Field training provides a practical “hands-on” experience for the cadet in order to develop and strengthen practical ministry skills.

Field Training Experience

Field Training, as defined in this publication, is a controlled, supervised and practical public ministry experience incorporated into the curriculum of the College for Officer Training. The purpose of the field training practicum is to provide a venue for application of the academic knowledge gained by the cadet through classroom learning with regards to public ministries and corps administration. Relevant and contemporary field training activities are regularly under development and in various stages of implementation at the College for Officer Training. These include methodologies in social service, corps ministries, business practices and evangelism, for which the goals are to alleviate human suffering and to reach the lost for Christ.

Field Training courses are graded courses and as such, rubrics are used to assist in the grading process. The field training rubric helps to assess development and performance in nine public ministry and program leadership skills. In addition, each cadet receives a corps and brigade officer evaluation to assist in development as an officer-in-training.

Field Training Courses

1st Year: FT 180 Field Training Practicum I (3 Units)
          FT 178 Christmas Intensive I (3 Units)

Summer:  FT 274 Business Administration (2 Units)
          FT 272 Communications (2 Units)

2nd Year: FT 280 Field Training Practicum II (3 Units)
          FT 279 Christmas Intensive II (3 Units)

Out Sundays

Public ministry activities are accomplished by brigades of first-year cadets or teams of second-year cadets under the leadership of supervising officers. Cadets observe successful programs at corps and outreach ministry settings. Each cadet is given opportunities to share the Gospel of Jesus Christ in a close-knit team formation through organizing and implementing various ministry activities. These experiences provide the cadets with opportunities to gain knowledge applicable to their future appointments as Salvation Army Officers.

Weekday Field Training

Under the supervision of the Field Training Department, cadets plan and lead weekly programs for CFOT youth, adults and families, which benefit spiritual, emotional, social and physical well-being. These programs provide cadets with an opportunity to develop practical skills and knowledge in the areas of Salvation Army program resources and corps programming.

Divisional Youth Retreats/Conferences

First and second-year cadets are selected to represent the college at the various Divisional Youth Retreats and conferences around the territory (women’s & men’s retreats, young adult retreats, Worship and Arts retreat, Boot Camp, etc.) Cadets are assigned to lead workshops, share their testimonies, give devotionals, lead Bible Studies and interact with the delegates in their capacity as Salvation Army cadets.

Mixed Brigades

Every cadet will be involved in a mixed brigade made up of both first-year and second-year cadets. Assignments will be given for various brigade functions such as brigade leadership. Brigade members will plan, organize, and conduct various selected ministry activities. The following activities are to be done in mixed brigade throughout the school year:

**In-Sundays:** On-campus worship services and Sunday School classes are held for cadets and their families on designated In-Sundays. Brigades are assigned to lead Sunday School assembly and classes, allowing them to become familiar with Salvation Army materials and practices.

**Fall Blitz Evangelistic Campaign:** Cadet mixed brigades will engage in a weekend evangelistic campaign at selected corps and units in the California South Division.
Spring Evangelistic Campaign: Cadet mixed brigades travel to selected corps and divisions throughout the Western Territory to conduct a week of evangelistic campaigns.

First-Year Field Training Requirements
First-year cadets will be assigned to a brigade for the purpose of observation and development of public ministry skills. Assignments will be given for various brigade functions, such as brigade leadership. During the first quarter of Out-Sunday assignments, cadets will primarily observe the different elements of worship and leadership. Children will not accompany first-year cadet parents during Out-Sunday assignments. FCC child-care will be available for first-year cadet children.

Christmas Intensive I
During the months of November and December, first-year cadets are assigned to selected corps within the Western Territory to receive practical training on the spiritual and administrative side of the Christmas effort.

Second-Year Field Training Requirements
Second-year cadets are involved in progressively more independent activities designed to solidify and affirm their knowledge of the practical aspects of Salvation Army officership, including sermon deliveries. Children five and older will accompany second-year cadet parents on Out-Sunday corps assignments. FCC child-care will be available for children four and under. Children also accompany their parents to the corps assignment during summer internship.

Summer Internship
Second-year cadets are assigned to designated corps for their summer internship to receive “on-site” training. Supervision is provided by the corps officer. Each cadet will be required to complete assigned coursework in Business Administration and Communications. The summer curriculum is an integral part of the total training college experience and consists of study in:
- Business Administration
- Homiletics
- Evangelism
- Salvation Army Procedures
- Pastoral Ministries
- Spiritual Formation
- Social Services

Christmas Intensive II
During the months of November and December, second-year cadets are assigned to selected corps and divisions within the Western Territory to receive advanced training on the spiritual and administrative side of the Christmas effort.
COURSE DESCRIPTIONS

BIBLICAL STUDIES

BI 132 Old Testament Survey I (2)
A survey study of the history of the Old Testament covering the Pentateuch. The emphasis will be in the development and growth of the Jewish nation and humanity’s relationship with God. The study will also include historical and cultural information and how to interpret the Old Testament.

BI 133 Old Testament Survey II (2)
A survey of the history of the Old Testament covering the historical and poetic books from Joshua through the Song of Solomon. Special emphasis will be given to the historical and cultural backgrounds of the books studied.

BI 134 Old Testament Survey III (2)
A survey of the history of the Old Testament covering the Major and Minor Prophets. Special emphasis will be given to the historical and cultural backgrounds of the books studied. The emphasis will be on the growth of the Jewish nation and man’s relationship to God and the study will include geographical and cultural information in order to help the cadet understand that era in history.

BI 136 Homiletics I: Interpreting the Bible (3)
This course serves as the foundational Bible Study and Homiletics class. It is designed to introduce cadets to the principles and tools of biblical exegesis and sermon preparation. Cadets will learn to draw meaning and application from the biblical text in light of historical, generic, and literary contextual considerations. It will include an introduction to sermon development and structure as well as experience in sermon writing and delivery.

BI 232 New Testament Survey I (2)
This course will survey the Gospels and Acts of the Apostles including cultural, social, religious, and political backgrounds. This survey also includes the important role these scriptures play in Christian faith and practice.

BI 233 New Testament Survey II (2)
A survey of the writings of Paul contained in the New Testament. An emphasis is placed on the historical context and the continuing message and meaning today.

BI 234 New Testament Survey III (2)
A survey of the New Testament writing of John and the General Epistles. An emphasis is placed on the social, cultural, political, and religious backgrounds. This survey includes the important role these scriptures play in Christian faith and practice.

BUSINESS AND MANAGEMENT

BU 154 Business Management I (2)
An introduction to the general principles of Business Management as they pertain to the work of The Salvation Army officer.

BU 161 Technology Applications (1)
This course will provide intermediate training in the use of Microsoft Office 2016. This course will provide advancement in the concepts, theory, methodology, and terminology of computers and their role in society, as well as in the work of the Salvation Army.

BU 162 Advanced Technology Applications (1)
The course will provide cadets with advanced skills in the Microsoft Office 2016 applications that are used in the Salvation Army environment. It will explore the use in the business field and also the ministry field.

BU 254 Business Management II (2)
An application of the principles of Business Management to the specific responsibilities of The Salvation Army officer.

BU 255 Financial Management (2)
This course is an introduction to corps management, financial reporting, financial software, and financial practices as they pertain to the work of a Salvation Army officer.
BU 258 Business Management III (2)
An application of the principles of Business Management to the specific responsibilities of The Salvation Army officer.

GENERAL EDUCATION:
ENGLISH & COMMUNICATIONS

ENG 101 College Writing (2)
College Writing prepares cadets to write at a college level. This includes writing clear, well formatted, well-developed, well-organized, and grammatically correct writing. The course is structured to review the basics of the writing process, review and/or learn MLA format in the context of writing, and understand and synthesize published writing.

ENG 190 Information Literacy & Research Skills (1)
Cadets are introduced to the skills needed to effectively gather information from online and print resources. Development of a research topic and the creation of effective strategies for finding relevant information are discussed and practiced. The following information literacy and research skills are emphasized: understanding the research process; selecting appropriate print and electronic sources to answer research questions; effectively using Web, specialized databases, and CFOT Library electronic resources to find information; and evaluating, organizing, and correctly citing the information found.

COM 102 Public Speaking (1)
This course is a basic introduction to public communication that emphasizes the practical skill and art of public speaking. The following class will include techniques to lessen speaker anxiety, skills that will improve public presentation and the use of visual/audio aids, and to enhance speaker presentation. Course goal is to prepare cadets for success in public speaking situations and provide them with basic principals such as research and types of speeches.

COM 168 Homiletics II (2)
This course is the second in a six-class Homiletics program, and will focus on the history and philosophy of preaching as well as refining the tools and methods learned in the introductory class. This course will also discuss tools on addressing specific audiences and congregations.

COM 169 Homiletics III (1)
A synthesis of oral and written communication skills will be developed toward more effective exposition of biblical texts. This course will focus on different methods of sermon preparation and delivery.

COM 265 Homiletics IV (1)
This course is an intermediate course that will build on the principles and skills taught in prerequisite courses. This course will focus on sermon series and preaching calendars as well as preaching for special occasions.

COM 266 Homiletics V (1)
A synthesis of oral and written communication skills will be developed toward more effective exposition of biblical texts. This course will focus on different methods of sermon planning, preparation, and delivery.

COM 267 Homiletics VI (1)
This advanced course is the capstone of the Homiletics sequence. It will focus on innovative sermon styles and provide opportunity to prepare sermons for use post-graduation.

GENERAL EDUCATION:
NATURAL & SOCIAL SCIENCES

HIS 200 History: 1865 - Present (2)
This course traces the history and development of The Salvation Army from its origins to the 21st Century. Emphasis will be placed on the historical context, significant individuals and events, organizational, and theological developments that have shaped the mission and ministry of The Salvation Army within the context of societal changes through the past 150 years.

PSY 156 Introduction to Psychology (2)
This is an introductory course in the study of behavior and mental processes. This course will survey the major theories, principles and methodologies of psychology with an emphasis on their relation to ministry and the individual.
SCI 204 Contemporary Health & Wellness (2)
This course presents eight major organ systems (musculo-skeletal, vascular, lymphatic, nervous and special sensory, digestive, respiratory, urinary, and reproductive) in the human body with an objective of learning about their normal function. Common diseases of the organ systems (and some treatment approaches) will also be presented, but the emphasis is on understanding normative function. The course is further designed to provide a critical analysis of factors which affect personal and community health. Primary emphasis is placed on the health and wellness of the officer.

SOC 200 Introduction to Sociology (2)
This course introduces cadets to sociological modes of thinking about the events, relationships, and social phenomena which form the fabric of American life and much of our history. It examines the ways in which people affect and are affected by their society; additionally, it examines and helps cadets interpret the nature of the social order and disorder. A keen sociological perspective is an important tool to bring to the exploration of social work in a Salvation Army context. In the latter portion of the course, various aspects of social service delivery and social work theory will be discussed, including ethics, poverty, case management, housing assistance, program design, non-profit management, software, outcome reporting, and more. Facets of social services specific to The Salvation Army context will also be examined, including corps-based social services, integration of spirituality into practical ministry, the relationship between current Salvation Army practices and historical ones, and contemplation as to how The Salvation Army should adapt to new program models and funding priorities.

GENERAL EDUCATION: WORSHIP ARTS

MU 122 Music Fundamentals (1)
This course introduces the fundamentals of music theory and prepares cadets for further study in theory and musicianship. Beginning with pitch, rhythm notation, and time signatures, this course will proceed through the keyboard, key signatures, major scales, and common musical markings.

MU 125 Gospel Arts in Worship (1)
In this course the cadets will be introduced to various Gospel Arts mediums. Each medium will be demonstrated and the necessary resources shared to enable the cadets to effectively implement the use of each medium in the worship and weekday programs at their corps.

MU 126 Praise and Worship (1)
This course is designed to provide the cadet with an opportunity to be a part of a Praise and Worship group, to develop a Praise and Worship repertoire, and to be introduced to the resources that are available. Cadets will look at the biblical principles of worship and how to be an effective lead worshipper, how to set up and balance the band (microphones, amps, and mixing boards), and the function of each instrument in the group. More traditional forms of worship such as The Salvation Army Songbook will also be looked at and how to blend the various worship genres available today will be discussed.

MU 185 Music in The Salvation Army I (2)
This course is designed to introduce the cadet to the significant role that music plays within the worship and evangelical practices of The Salvation Army. With an appreciation for both the unique music mediums of The Salvation Army and contemporary worship styles and technologies, this course will introduce the cadets to the skills, knowledge, and resources needed to maximize and lead in the use of music in worship.

MU 186 Music in The Salvation Army II (1)
Following on from Music in The Salvation Army I, this course takes a continued look at the significant role that music plays within the worship and evangelical practices of The Salvation Army. Particular emphasis is placed on contemporary worship styles and the skills and resources necessary for being an effective worship leader and maximizing the contribution of the Praise and Worship team to worship.

MU 333 Drama (1)
An introduction to basic drama techniques designed to prepare the cadet for utilization and teaching of these skills in Christian ministry.
MU 337 Audio and Video Techniques (1)
This course will introduce students to the fundamentals of the audio and video medium as it relates to the worship service. Cadets will learn basic audio and video techniques that will enhance the audio and video in worship services and other events.

MU 350 Bass Guitar (1)
This course provides an introduction to music notation and its application to playing the bass guitar, tuning, and playing techniques and proceeds through pieces and exercises of advancing difficulty for the elementary player. Concepts of music theory and musicianship are emphasized. Bass accompaniment patterns and playing using chord symbols and lead/lyric sheets will also be introduced.

MU 351 Creative Movement (1)
This course aims to prepare cadets to use and teach the skills of dance and creative movement within corps ministry.

MU 362 Instrumental Technique (Brass) (1)
This course continues the brass player’s development of tone, technique, articulation, and other musical, technical, and functional skills using exercises, studies, and selected pieces representative of the four stylistic periods of Western music and Salvation Army and Christian repertoires.

MU 364 Vocal Technique (1)
This course is designed to help those with vocal skills to become more proficient performers. It will include choice of music, platform etiquette, style of music, interpretation, and technical instruction. A solo presentation will be required as part of this course.

MU 372 Playing Piano for Worship I (1)
This course provides an introduction to music notation and its application to playing the piano and proceeds through pieces and exercises of advancing difficulty for the elementary player. Concepts of music theory and musicianship are emphasized. The Simplified Piano Tunebook of The Salvation Army will be introduced, as will chord structures, accompaniment patterns and playing using chord symbols and lead/lyric sheets.

MU 373 Playing Piano for Worship II (1)
This course continues the cadet’s development of musical, technical and functional skills at the Piano using exercises, studies and pieces of advancing difficulty. The Piano Tunebook and lead sheets will also be used as the cadet continues their look at chord structures and accompaniment patterns in preparation for providing accompaniment for solo contributions to worship.

MU 379 Vocal Ensemble (1)
This course is designed to provide the Cadet with prior ensemble experience an opportunity to further develop their sense of ensemble (dynamics, tone, intonation, balance, and blend). Cadets will also receive information on the history and current spiritual and evangelistic use of vocal ensembles within The Salvation Army.

MU 381 Beginner Brass (1)
This course provides an introduction to music notation and its application to playing a brass instrument, tone production, technique, and articulation and proceeds through pieces and exercises of advancing difficulty for the elementary player. Concepts of music theory and musicianship are also emphasized, as is care and maintenance of the instrument.

MU 387 Playing Guitar for Worship I (1)
This course provides an introduction to music notation and its application to playing the guitar, stringing, tuning, and playing techniques and proceeds through pieces and exercises of advancing difficulty for the elementary player. Chord structures, accompaniment patterns, and playing from chord symbols and lead/lyric sheets will also be introduced.

MU 390 Playing Guitar for Worship II (1)
This course is a continuation of Guitar for Worship and introduces more advanced guitar techniques like 16th note rhythms and finger picking. A more robust repertoire of accompaniment styles is applied to pieces and exercises of advancing difficulty for the elementary player, using Major and Minor Scales, Barre Chords, Slash Chords and 7 Chords.
MU 397 Singing for Non-Singers (1)
This private vocal lesson will train cadets individually to listen to the notes they are singing and to be more confident about producing the right pitch note.

MISSION AND MINISTRY

MI 100 Spiritual Formation I (1)
This first course of the Spiritual Formation program focuses on the development of the cadets’ spiritual life with God. The course centers on a beginning working knowledge of spiritual formation leading to a focus on the cadets’ inward life, and the development of a lifetime pursuit of learning, spiritual growth and maturity. This course aims to encourage cadets to engage in meaningful praxis by providing ample opportunities for cadets to engage in spiritual exercise, inward disciplines, character formation, and small group practice for personal application and for leadership in the church.

MI 150 Introduction to Public Ministry (2)
Public Ministries presents to the cadet the many and varied possibilities of worship and ministry. This course is designed to give The Salvation Army requirements, as well as allow freedom of worship in traditional Salvation Army and worship settings.

MI 158 Introduction to Christian Education (2)
This course is designed to familiarize the cadet with the growing field of Christian Education and its relevance to spiritual formation. Class will include: (1) A definition of and rationale for the biblical principles of education; (2) The importance of creating an atmosphere that fosters and promotes learning, (3) Selection of meaningful literature and materials, and (4) Techniques and learning styles leading to an effective Christian Education ministry.

MI 177 Evangelism & Discipleship (3)
This course develops a biblically informed approach to evangelism and discipleship as a central purpose of the Church. This course examines the necessary building blocks to produce an evangelistic, disciple-making church/community with a significant focus on understanding the process of spiritual formation individually and corporately. Special attention will be placed on interpersonal relations and strategy for effectively communicating the truth of the Gospel in contemporary culture.

MI 200 Spiritual Formation II (1)
This second course of the Spiritual Formation program focuses on the dynamic of spiritual formation pertaining to the cadets’ outward and corporate life with God and others. This course aims to encourage cadets to engage in meaningful praxis by providing ample opportunities for cadets to engage in spiritual exercise, outward and corporate disciplines, character formation, and small group practice for personal application towards spiritual growth and maturity and for leadership in the church.

MI 235 Mission in Culture (2)
This course is designed to provide a biblical and theological basis for intercultural ministry and the theological implications for the Church as a believing and practicing body. In this course, the cadet will develop an understanding and sensitivity to other cultures and a framework for multicultural ministries within The Salvation Army.

MI 260 Pastoral Leadership (3)
This course is designed to assist cadets in knowing and understanding the officer’s call, philosophy of ministry, and the officer as spiritual leader. The course will also assist cadets in knowing and understanding the role of pastoral care in ministry.

MI 298 Virtual Corps Training (2)
The Virtual Corps Training course is designed to simulate real-life situations that a Salvation Army corps officer may experience. Utilizing on-line technology and traditional classroom settings, each cadet will employ their educational experiences in Salvation Army day-to-day operations through a virtual practicum. The focus of Virtual Corps Training will be on areas of the cadet’s education beyond those received during their practicum experiences in field training.

PSY 205 Introduction to Addiction & Recovery (2)
This course seeks to explore and understand addiction from a biological, psychological, social, and spiritual standpoint. Cadets will learn about the causation of addictions and the various theories...
explaining the causation. Cadets will be exposed to the variety of treatments currently used in treating addictions. They will also learn about The Salvation Army’s response to addictions and how they can better help those struggling with addictions.

PSY 252 Counseling Techniques (2)

The aim of this course is to allow cadets to acquire the fundamental skills needed to provide counseling within the corps or other Army settings. The course will emphasize the nature of pastoral counseling and basic communication and interview skills, and will acquaint the cadet with common issues faced by counselors in a pastoral setting. The primary focus of the class will be on the application and practice of basic counseling skills.

FIELD TRAINING

FT 178 Christmas Intensive I (3)

First-year cadets will participate in the College for Officer Training Christmas program (to include kettle work, caroling, and special Christmas programming).

FT 180 Field Training Practicum I (3)

This course will take concepts learned in the classroom and apply them to real-life ministry through the Field Training program. Included will be teaching Bible classes, practicing evangelism, casework, community relations, addiction treatment ministry, children’s ministries, and work with the elderly. This course is supervised by Field Training officers.

FT 272 Summer Internship (Communications) (2)

This course involves the cadet in field work under the direct supervision of an active field officer. Emphasis is placed in the area of communications in the assigned corps setting.

FT 274 Summer Internship (Business Admin.) (2)

This course involves the cadet in field work under the direct supervision of an active field officer. Emphasis is placed in the areas of Business Administration and Salvation Army Procedures in the assigned setting.

FT 279 Christmas Intensive II (3)

This course is designed to provide intensive instruction in the philosophy behind and methodology of Salvation Army Christmas Programming. Cadets will be familiarized with the purpose, as well as the planning and administration of the various programs and events that are associated with the Christmas season. In addition to the classroom instruction, cadets will receive an opportunity to apply the information learned in the context of a local corps and/or ARC facility. This portion of their training will be provided directly by field officers and supervised by the Field Training Department.

FT 280 Field Training Practicum II (3)

This course will take concepts learned in the classroom and apply them to real-life ministry through the Field Training program. Included will be teaching Bible classes, practicing evangelism, casework, community relations, addiction treatment ministry, children’s ministries, and work with the elderly. This course is supervised by Field Training officers.

THEOLOGICAL STUDIES

EC 141 Theology I - Church History (2)

An introduction to the development of the Christian Church and its doctrine, from Pentecost through the present day. This course will chart the history of Christianity, focusing primarily upon key personalities and events leading to, and arising out of, the development of major themes in Christian doctrine and theology.

EC 142 Theology II (2)

Theology II is an introduction to the methods of study in theology with an emphasis on the Wesleyan approach. Further topics will include the study of Trinitology, Christology, and pneumatology with an emphasis on the nature of God and corresponding doctrines of The Salvation Army.

EC 143 Theology III (2)

A general overview of the nature of human beings, the study of work of God in salvation, and the necessary response of man to God’s action in Christ, the redemptive work of God, with an em-
phasis on the corresponding doctrines of The Salvation Army.

**EC 243 Theology IV (2)**
A general overview to living the Christian life including the maintenance of salvation, sanctification, eschatology, and afterlife issues with an emphasis of the corresponding doctrines of The Salvation Army.

**EC 238 Comparative Beliefs (2)**
This course offers a comparative study of world religions. The focus of the course is to acquire a broad overview of world religions by analysis of theological, philosophical, and insight into these religions through a cultural lens. Cadets will examine sacred texts, art, and iconography as well as religious experience and practice. Religions considered primarily are: Islam, Hinduism, Buddhism, and Judaism, as well as other faiths, an overview of cults, and a final analysis of religion and how it affects world views.

**EC 361 Ethics (2)**
This course is designed to aid the cadet in the development of a Christian social ethic that is grounded in the moral life and teachings of Jesus, the biblical vision of the Kingdom of God, and the centrality of discipleship in the development of a transformational social ethic.

**ELECTIVES**

**BI 307 Genesis (2)**
An analysis of the book of Genesis based on theological themes not chronology or history. This course will focus on God’s call and decisive dealing with creation throughout the book. Topics such as the image of God, the promise of God, and family and exile will be considered in this course. Direct application to preaching Genesis will be made.

**BI 325 Biblical Equality (2)**
This course is designed to provide a biblical and theological basis for biblical equality and its theological implications for the Church as a believing and practicing body. How this relates to the fulfillment of God’s commission in theory and praxis will be explored. Special attention will be given to The Salvation Army’s unique egalitarian foundation and its present day ecclesiastical structure and praxis.

**BI 334 Isaiah & Jeremiah (2)**
This course introduces the cadet to the Old Testament books of Isaiah and Jeremiah. This course identifies significant theological and historical themes of these works as well as provides models for Salvation Army ministry. This course brings clarity to the significance of these prophetic materials not only for ancient Israel, but also for people of faith today.

**BI 342 Revelation (2)**
A study of the New Testament apocalypse with attention to the genre, socio-historical setting, cultural-religious context, and the variety of Christian interpretations. The theology of Revelation and its pastoral applications will also be covered.

**BI 390 Biblical Justice (2)**
In both Old and New Testament we see God delivering justice through the protection of his people and his persecution of the wrongdoer. This justice is not something we are merely to observe, but is a command from God that we are called to obey. This course will discuss what justice entails; detailing its biblical and world definition, defining who should be a recipient of it, and how we can carry it out in our world today. It will also discuss global issues that disproportionately affect women, the impoverished, and other vulnerable communities.

**COM 301 American Sign Language (2)**
This course is an overview of American Sign Language (ASL), its basic vocabulary, structure, syntax, and grammar. Cadets will focus on mastering the basics of fingerspelling, numbers, colors, facial grammar, hand-shapes, and sentence structure. Cadets will also learn conversational/cultural behaviors necessary to hold a beginning-level conversation in ASL, with deaf/hard-of-hearing native users of the language. Introductory information about deaf culture will also be presented, along with deaf humor, to provide cadets with a broad picture of language and culture.
MI 309 World Missions (2)
A biblical, theological, historical, and cultural analysis of the impact of the global mission of the church. Particular attention will be given to The Salvation Army’s role in global mission and current trends in various missional contexts. The cadet will be exposed to The Salvation Army’s global organizational structure: understanding its historic underpinnings, its evolution, and its present day praxis in the areas of social justice and international development.

PSY 328 Communication & Conflict Management (2)
This course seeks to explore and understand communication from both a verbal and non-verbal standpoint, and to identify techniques that will assist cadets in dealing with conflicts. Cadets will explore the basic skills necessary for effectively dealing with conflict management in their overall ministry. Cadets will learn about group dynamics and will gain tools to assist them in working within various groups. They will explore how non-verbal communication impacts interactions, and ways to increase the positive outcomes of these interactions. Cadets will look at ways that these various skills will assist them in their corps ministry.

DEVELOPMENTAL COURSES
BU 062 Fundamentals of Mathematics (n/c)
This course is designed for those who require developmental Mathematics. The course will cover Arithmetic of whole numbers, integers, and rational numbers. In addition, it will cover percentages, ratios, and fractions with application to the work of the corps officer. Emphasis will also be placed on overcoming Math anxiety to achieve success.

ENG 087 English Language I (n/c)
This ESL foundational course covers grammar skills in context. It focuses on learning the structure of English through the use of critical thinking skills in reading, writing, speaking, and listening. It also highlights new vocabulary and pronunciation in the use of grammar items.

ENG 088 English Language II (n/c)
This course, for the intermediate to advanced ESL cadet, builds on the concepts learned in Academic Writing. It continues to focus on clarity in writing. Grammar and vocabulary building are emphasized.

ENG 089 English Language III (n/c)
This course is designed for the intermediate to advanced ESL cadet. It focuses on the study of idioms and their practice.

ENG 090 English Language IV (n/c)
This course is designed for intermediate to advanced ESL cadets. It focuses on the fundamentals of English grammar and usage.

ENG 091 English Language V (n/c)
This course is designed for intermediate to advanced ESL cadets. It focuses on the fundamentals of English grammar and usage.

ENG 092 English Language VI (n/c)
This course is designed for intermediate to advanced ESL cadets. It focuses on the fundamentals of English grammar and usage.

ENG 095 Introduction to Academic Writing (n/c)
This course introduces cadets to the basics of academic writing. It shows how academic writing applies to all aspects of communication. It identifies the unique aspects required to produce good academic writing. It improves their understanding of the writing process, focuses on improving sentence structure, and highlights language (grammar) features of English writing.
SEMINARS/LECTURES

Adult Rehabilitation Center Seminar
An introduction to the field of substance abuse and rehabilitation as it pertains to the work of The Salvation Army Officer.

Advisory Board Seminar
A seminar to provide an overview of the role that the Advisory Board plays in the fundraising and community relations program of a corps or institution.

Community Care Ministries Seminar
This seminar is intended to provide cadets with tools and techniques for ministry in Rest Homes, hospitals, V.A. Hospitals, etc.

Emergency Disaster Services
This seminar is designed to give the cadets an introduction to The Salvation Army's responsibilities during times of disasters in the United States or other parts of the world. In addition to the introduction, this course will cover (CISM) Emotional and Spiritual Care for those who have been affected by disasters.

Holiness Seminar
This seminar is designed to provide a deeper understanding of the theological and practical aspects of the Christian doctrine of holiness. The doctrine of holiness will be considered from the perspective of biblical, historical, systematic, and practical theology. The contemporary relevance of the Wesleyan understanding of holiness for the Christian life and the practice of ministry will be stressed.

Mentoring Orientation and Seminar
Success as an officer and a key component of spiritual formation is mentoring. All graduating cadets select a successful and experienced officer to be their mentor for their first five years of Officer-ship. The Mentoring Orientation introduces the concepts and design of the Mentoring process to the cadets and initiates the process of selecting a mentor. The Mentoring Seminar is a time when the cadets meet with their mentors and the process of mentoring is commenced. During the seminar all aspects of the process are clearly articulated so that agreement and understanding of expectations is understood by all participants.

Multicultural Perspectives for Ministry
Series of seminars designed to instruct and sensitize cadets to multicultural issues and initiatives in ministry.

National Publications
This seminar, given by the Editor-in-Chief/National Literary Secretary, provides cadets with an overview of USA National publications.

Prayer Seminar
This seminar in prayer will focus on the different concepts that are in the integral part of a cadet’s spiritual life. The seminar will include concepts relating to: biblical prayer, prayer walks, prayer at the penitent form, prayer journaling, praying with purpose, and fasting.

Prepare and Enrich Seminar
A comprehensive seminar leading to the certification of cadets in offering premarital and marital counseling.

Protecting the Mission Seminar
A seminar required of all cadets giving information regarding child protection as it relates to molestation and abuse. Included is the psychology of abuse/molestation, signs of abuse, risk factors, responsible selection, screening and training of workers, policies and reporting laws. Also provided are resources for screening potential workers and instructions for the use of such materials.

Salvationism Lectures
Lectures by officers on subjects related to the spiritual matters of officership pertaining to the development of character, as well as depth of spiritual experience.

Serve with Grace Seminar
This seminar provides instruction in etiquette and professionalism to assist cadets in serving with refinement in a variety of settings.
Sexual Harassment Prevention Seminar
A seminar presenting the sexual harassment prevention policies and procedures for The Salvation Army in the Western Territory.

Spokesperson Training Seminar
This session is geared toward officers, senior management and PR professionals who may have to speak to the news media about a challenging topic. The training is four hours in length and is designed for no more than four people at a time. The first two hours cover the principles of what reporters want, how they operate, and how we should respond in order to protect the Army’s good image. Using crisis scenarios and key messages from real situations around the territory, participants spend the last two hours giving a mock interview and critiquing the results.

Women’s Ministries Seminar
An introduction to the various women’s ministries programs and their field application and organization.
## STAFF & FACULTY

### Administration
- Major (Dr.) Brian Saunders, Training Principal
- Major (Dr.) Nigel Cross, Assistant Training Principal
- Dr. Duncan Sutton, Director of Institutional Effectiveness & Strategic Planning
- Ms. Celeste Skinner, Executive Secretary

### Business Administration
- Captain Jared Arnold, Director of Business Administration
- Captain James Combs, Logistics Officer
- Janet Neitzke, Accounting Clerk / Administrative Aide

### Cadet Services
- Major Cathi Boyd, Director of Cadet Services
- Ms. Linda Mariotti, Administrative Aide

### Education
- Major Stacy Cross, Director of Education
- Major Brian Bearchell, Continuing Education Officer
- Major James Boyd, Senior Instructor / Director of Development
- Captain Nathan Darling, Curriculum Officer
- Captain Clinton Trimmer, Curriculum Officer
- Ms. Andrea Anaya, Library Assistant
- Ms. Sarah Bentley, Director of Officer Resources and Leadership Development
- Lutcher, Jodi, Administrative Aide
- Ms. Rosa Romero, Assistant Registrar
- Ms. Yvette Vigil, Administrative Aide
- TBD, Director of Library and Museum Services

### Field Training
- Major Nancy Helms, Director of Field Training
- Ms. Susana Duran, Administrative Aide

### Personnel Department
- Major Neil Navarro, Director of Personnel
- Major Rubina Navarro, Director of Personnel
- Major Millie Bearchell, Personnel Officer
- Captain Megan Trimmer, Personnel Officer
- Ms. Megan Gil, Administrative Aide

### Family Care Center
- Captain Joy Groenleer, Family Care Director
- Ms. Janniese Rios, Teem Coordinator and Programmer
- Ms. Lois Wambugu, Family Care Center Supervisor

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2019-20 CATALOG
STAFF & FACULTY

FACULTY & INSTRUCTIONAL SUPPORT

Ms. Andrea Anya
Library Assistant
M.A., San Jose State University

Captain Jared Arnold (7 years of service)
Director of Business Administration
A.A., College for Officer Training at Crestmont

Major Brian Bearchell (30 years of service)
Continuing Education Officer
M.A., National University
B.A., California State University, Fullerton

Major Millie Bearchell (30 years of service)
Personnel Officer
M.A., Northwest Nazarene University
B.A., Nazarene Bible College

Major Cathi Boyd (21 years of service)
Director of Cadet Services
A.A., College for Officer Training at Crestmont

Major James Boyd (21 years of service)
Senior Instructor / Director of Development
M.B.A., University of Laverne
B.A., Whittier College

Captain James Combs (6 years of service)
Logistics Officer
A.A., College for Officer Training at Crestmont

Major (Dr.) Nigel Cross (16 years of service)
Assistant Principal
D.Min., M.Div., Fuller Theological Seminary
M.M.E., University of Kansas
Mus.B., B.A., University of Canterbury, New Zealand

Major Stacy Cross (16 years of service)
Director of Education
M.S., B.S., University of Washington
M.S., Drexel University

Captain Nathan Darling (6 years of service)
Curriculum Officer
M. Div., Nazarene Theological Seminary
B.A., Northwest Nazarene College

Captain Joy Groenleer (6 years of service)
Family Care Director
M.A., Trevecca Nazarene University
B.A., University of Hawaii, Manoa

Major Nancy Helms (27 years of service)
Director of Field Training
M.A., Northwest Nazarene University
B.A., Nazarene Bible College

Major Neil Navarro (14 years of service)
Director of Personnel
B.A., University of Hawaii, Manoa

Major Rubina Navarro (15 years of service)
Director of Personnel
B.A., B.A., University of Hawaii, Manoa

Major (Dr.) Brian Saunders (28 years of service)
Training Principal
D. Min., M.A., Fuller Theological Seminary
B.A., Azusa Pacific University

Dr. Duncan Sutton
Director of Institutional Effectiveness/Strategic Planning
Ed.D., M.A., California State University, Long Beach
B.A., Colchester Institute School of Music, England

Captain Clinton Trimmer (7 years of service)
Curriculum Officer
M.A., University of Oklahoma
B.A., Western Oregon University

Captain Megan Trimmer (7 years of service)
Personnel Officer
B.A., Western Oregon University

THE SALVATION ARMY COLLEGE FOR OFFICER TRAINING
ADJUNCT INSTRUCTORS

Mr. Christopher Doughty  
*Territorial Social Services Research Assistant (THQ)*  
M.S.W., University of Southern California

Ms. Cathy Hill  
*Physical Trainer*  
B.Ed., Trinity College Carmarthen, University, Wales

Ms. Kathy Lovin  
*Public Affairs and Communications Manager (THQ)*  
B.A., University of California, Los Angeles

Mr. Jaime Ramirez  
*IT Education Manager (THQ)*  
M.B.A., University of Phoenix

Ms. Dawn Smith R.N.  
*Officer Health Benefits/Wellness Program Director (THQ)*  
B.Sc., University of Hertfordshire, England.

Mr. Neil Smith  
*Territorial Music Secretary (THQ)*  
B.A., The Open University (England)  
ALCM, London College of Music

Ms. Julie Sutton  
*Marriage and Family Therapist*  
M.A., M.F.T., Azusa Pacific University  
B.A., Colorado Christian University.

THQ = Territorial Headquarters