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

2015-2016 Catalog and Announcement of Courses

30840 Hawthorne Blvd.
Rancho Palos Verdes, CA 90275
Telephone: 310.265.6300
Website: www.crestmont.edu

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.
FORWARD

WELCOME TO CFOT

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

Training Principal/CEO
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 purpose of College for Officer Training is to develop men and women, in knowledge, capabilities, spirit, and character, who will be able to sustain and advance the mission of The Salvation Army in the salvation of the world. The College offers an Associate of Arts Degree in Ministry and is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC). This process ensures that the education provided is of value to the cadet and to The Salvation Army as an employer as well as to other other colleges and universities who accept the credentials as legitimate.

The College includes in its published Academic Excellence Commitment its responsibility for linking the mission, curriculum, instruction, and assessments with current knowledge about the learning process. The college uses course-based Student Learning Outcomes (SLOs) data to document successful achievement of the Institutional Student Learning Outcomes to confirm degree completion. 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 ACCJC and the Western Association of Schools and Colleges (WASC).

2015-16 Crestmont Council Members

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<thead>
<tr>
<th>Dr. James Adams</th>
<th>Mr. William B. Flinn, Chair</th>
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<tr>
<td>Ms. Elsa Cisar</td>
<td>Dr. Steven Gray</td>
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<td>Dr. Dean Colli</td>
<td>Colonel David Hudson</td>
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<td>Captain Stacy Cross</td>
<td>Dr. Carolyn Inouye</td>
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<td>Mr. Lou Drobnick</td>
<td>Major Lee Lescano</td>
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<td>Mr. William B. Flinn</td>
<td>Mr. Tom Melott</td>
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<td>Dr. Ruth Mulnard</td>
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<td>Dr. David Nystrom</td>
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<td>Mr. William Ott, III</td>
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<td>Ms. Julia Parton</td>
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<td>Lt. Col. Shawn Posillico</td>
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<td>Mr. Dean Reuter</td>
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<td>Mr. Eric Rodrigues</td>
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<td>Mr. Viktor Rzeteljski</td>
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<td>Mr. John Schuricht</td>
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<td>Major Brian Saunders</td>
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General Information
General Information

The Salvation Army College for Officer Training at Crestmont (CFOT) is one of four training centers in the United States, having as its purpose the training of men and women to effectively serve God as officers in The Salvation Army. The Salvation Army, a world-wide church and social services organization, sponsors similar colleges throughout the world.

CFOT is accredited by the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (WASC-ACCJC), an institutional accrediting body recognized by the Commission on Recognition of Postsecondary Accreditation and the U.S. Department of Education. The College also holds affiliate status with the Association for Biblical Higher Education (ABHE). Since January, 1990, the College has been authorized to grant an Associate of Arts in Ministries Degree upon successful completion of the requirements and prescribed program of instruction. The College is also a member of the American Association of Community Colleges and Council for Christian Colleges and Universities.

The College is approved for training and education of veterans under the provisions of Title 38, U.S. Code. Additionally, the College is authorized under Federal Law to enroll nonimmigrant students.

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 126 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 in Ministries 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 VALUES

CFOT Mission Statement

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

CFOT Vision Statement

The College for Officer Training should produce Salvation Army officers who:

• Know God
• Know themselves
• Know their Mission

These are the core values we use every day in all we do. These are constants and consistency markers in our ever-changing world. These are the values and Wesleyan theological principles we chose to use as benchmarks, guides and essential tenets.
Core Values at CFOT

• 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 and student 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 four 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.

PURPOSES OF CFOT

1. To train cadets to express a firm personal commitment to biblical Christianity and to the Lordship of Jesus Christ and to seek a life of Holiness.
2. To develop the spiritual life of cadets and cultivate characteristics necessary for effective spiritual leadership in The Salvation Army.
3. To teach cadets (and officers) how to preach the gospel, disseminate Christian truths, minister to basic human needs, provide personal counseling and undertake the spiritual and moral regeneration and physical rehabilitation of all persons in need.
4. To facilitate within a disciplined Christian atmosphere the process of enculturation of each cadet from the status of civilian to that of The Salvation Army officer.
5. To provide cadets with the knowledge, vocational skills and practical application needed for effective Christian service as Salvation Army officers.
6. To train cadets to utilize and apply Salvation Army policies and procedures to the operation and administration of Salvation Army units.
7. To provide each cadet a comprehensive program of cadet services, which include counseling, health care, child care, housing, nutrition and meals, financial aid and transportation.

INSTITUTIONAL STUDENT LEARNING OUTCOMES

Based on the purposes of CFOT, the following 11 Institutional Student Learning Outcomes have been adopted.

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).
Upon graduation, Cadets will demonstrate the spirit and character necessary to “sustain and advance the mission of the Salvation Army in 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.

INSTITUTIONAL SUPPORT COMMITMENTS
In addition to the 11 Institutional Student Learning Outcomes, CFOT has developed a concurrent set of four institutional support goals that undergird the desired learning outcomes.

1. Vital Christian Environment built upon Wesleyan holiness Principles. The College for Officer Training provides a pervasive Christian environment that fosters the integration of academic and cadet life programs as well as experiential field training.

2. High Quality Integrated Spiritual Development, learning and living Programs. Consistent with the College’s mission and purpose, it promotes academic excellence and spiritual maturity by offering high quality programs and services.

3. Mission-Driven Classroom and Field Training Experiences. The College has a mission congruent with the international mission of The Salvation Army and undergirded by a formal Academic Excellence Commitment and Campus Core Values. The mission is evident in all aspects of the college and a particular focus in classrooms and field training programs.

4. Strategic Plan-Based Budget and Resourcing of Programs to Support the Mission. The College has a Board-approved, three-year Strategic Plan that matches goals with resources on a priority basis to adequately support the on-going academic and spiritual mission, purposes and programs at 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 nineteen 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 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. To date, the council process at CFOT is vital to the college’s effectiveness.

CFOT SCHEDULES

In-Sunday Schedule
9:00......Sunday School Assembly
9:30......Sunday School Classes
10:30.....Morning Meeting
12:30.....Lunch
1:30......Rest and Meditation
5:00......Evening Meeting (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.
- **Spiritual Life Focus**: Provides an intentional focus on the spiritual life of the cadet. The disciplines of the spiritual life are examined Biblically and experientially. Led by the Director 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.

### Weekday Schedule

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<th>Monday</th>
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<tr>
<td></td>
<td></td>
<td>Breakfast in Quarters</td>
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<td>7:00</td>
<td>House Duties (till 7:30)</td>
<td>House Duties</td>
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<tr>
<td>8:15</td>
<td>First Class Period</td>
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<td>9:15</td>
<td>Second Class Period</td>
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<tr>
<td>10:10</td>
<td>Break</td>
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<tr>
<td>10:25</td>
<td>Third Class Period</td>
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<td>11:25</td>
<td>Fourth Class Period</td>
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<tr>
<td>12:20</td>
<td>Lunch</td>
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<tr>
<td>1:25</td>
<td>Assembly</td>
<td>Chapel</td>
<td>Discipleship</td>
<td>Chapel</td>
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<tr>
<td>2:10</td>
<td>Fifth Class Period</td>
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<td></td>
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<tr>
<td>2:30</td>
<td></td>
<td>House Duties (till 4:20)</td>
<td>Fifth Class Period</td>
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<td>3:10</td>
<td>Sixth Class Period (till 4:05)</td>
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<tr>
<td>5:00</td>
<td>Dinner</td>
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Adjustments are made to the schedule to accommodate Seminars, Field Training activities, and special events/programs.
KEY DATES

**Summer 2015**
- Summer Intensive Ends .........................August 3
- Summer Break .....................................August 4-16
- First-Year Cadets Arrive (by 12pm)........August 18
- Second-Year Cadets Return (by 8pm) ......August 18
- Orientation.........................................August 19-28

**Fall Quarter (11 Weeks)**
- Fall Quarter Begins ................................August 31
- Labor Day Holiday.................................September 7
- Welcome Banquet ..................................September 11
- Welcome of Cadets ................................September 12
- Fall Blitz..............................................October 16-19
- Fall Quarter Ends ..................................November 12

**Interim Period (5 weeks)**
- Interim Period Begins ..............................November 16
- Christmas Intensive ..............................November 17 - December 23
- Interim Period Ends ...............................December 23

- Christmas Break .................................December 24 - January 1
- Cadet’s Return ......................................January 2

**Winter Quarter (11 Weeks)**
- Winter Quarter Begins .............................January 4
- Martin Luther King Jr. Holiday ...............January 18
- Future Officer’s Fellowship (1st Yrs) .........February 5-7
- Retreat (2nd Yrs) ....................................February 5-7
- President’s Day Holiday .........................February 15
- Winter Quarter Ends .............................March 17

**Spring Quarter (10 Weeks)**
- Spring Quarter Begins .............................March 21
- Good Friday .........................................March 25
- Easter Sunday .......................................March 27
- Spring Campaigns .................................April 15 - 20
- NAOC ..................................................April 21-24
- Memorial Day Holiday / Picnic ................May 30
- Spring Quarter Ends ..............................June 2

**Graduation/Commissioning**
- Covenant Service (2nd Yrs) ......................June 5
- Commencement & Silver Star Banquet ......June 10
- Commissioning ......................................June 11
- Summer Intensive Begins (New 2nd Yrs) ...June 15
- New Lieutenants Depart ..........................June 15
Building A
- Eugene & Hazel Rice Chapel
- Boardroom A
- Garden Room
- Kitchen
- Marketplace
- Music Room
- Music Faculty Offices
- Soldier’s Hall
- Terrace Room
- Upper Room

Building B: Adam Gifford Education Building
- Academic Achievement Center (2)
- Classroom K (1)
- Classrooms B, C, D, E, F, G, J (2)
- English Language Specialist (2)
- Information Technology (1)
- Lectorium (1)
- Library (2)
- Museum (1)

Building C: Lawrence & Wilma Smith Administrative Building
- Assistant Training Principal (2)
- Boardroom C (1)
- Business Administration (1)
- Classrooms 1 & 2 (1)
- Campus Services Department (2)
- Curriculum Department (2)
- Field Training Department (2)
- Main Mail Room (1)
- Personnel Department (2)
- Planning and Accreditation (2)
- Room C-115 (1)
- Territorial Education (1)
- Training Principal’s Office (2)

Building D: Richard E. Holz Conference Center
- Cadet Apartments (2, 3)
- Conference Center Housing (2, 3)
- Courtyard Cafe (1)
- Fitness Center (1)
- Seaside Room (1)
- Tradewest Boutique (1)

Building E: Siemon Hall
- Cadet Mailboxes (1)
- Cadet Apartments (1, 2, 3)
- Bradley Center (1)
- Fitness Center (1)
- Prayer Room (1)
- Principal’s Lounge (1)

Building F
- Family Care Center

Building G
- Cadet Commons
- Costume Room

Building H
- Maintenance

(1) = First Floor
(2) = Second Floor
(3) = Third Floor
Admissions
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 Crestmont, 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 Crestmont, they may be required to take the Fundamentals of Mathematics course.

Bible Content Exam

The Bible Content Exams have been designed to help CFOT measure the overall level of general biblical training as the cadet enters CFOT. At the end of the second year, the cadet will take another Bible Content Exam to see if there has been any advancement in the cadet’s overall Bible knowledge.

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

The cost of tuition and room and board is $9,000 for the two year period per cadet. The total is payable prior to admission to the College for Officer Training.

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. The amount helps defray the cost of testing.
2. A $25 non-refundable breakage fee per cadet will be required, and is payable at the time of registration. There will be a charge for replacement of lost keys and gate cards.
3. A weekly board may be charged to all non-cadet spouses living at the College.
4. A fee of $250 is assessed for each cadet per year to assist with covering the costs of textbook purchases.

ROOM AND BOARD FOR CHILDREN

The charge for room and board for children up to the thirteenth birthday is $25 per week; from the thirteenth to eighteenth birthday is $30 per week.

CFOT REFUND POLICY

Should there be a separation of the cadet from the College for Officer Training during the two 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 College Personnel Handbook 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 $7,100 per year, or a maximum of $14,200 for training, providing the cadet has not used the total allowed ($28,400) 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 Support and Services**

**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 as well.

To help develop the emotional and social facets of cadet life, opportunities are provided for recreation in such sports as tennis, basketball and volleyball, and for socialization in such activities as picnics, session outings, and other similar activities.

**Health Services**

The cadet is offered assistance in securing health services as needed. Adequate health coverage is provided by The Salvation Army cadet medical plan. (Refer to the Personnel Handbook for details)

**MEDICAL**

Cadets have medical coverage established via the Commissioner’s Conference which requires a yearly fee of $275 per cadet and $65 per child.

**MENTAL HEALTH SERVICES**

Mental health services are provided for cadets in their time here 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.

**FINANCIAL AID**

**Veterans’ Benefits**

Veterans released from active duty after January 31, 1955, have eligibility for financial aid. Application forms are available at all Veterans’ Administration offices, active duty stations, and American embassies in other countries.

**Orphans’ Education Assistance**

Generally, sons or daughters of deceased veterans between 18 and 23 years of age will be eligible for the Orphans’ Education Assistance. Also eligible will be those who are sons or daughters of disabled living veterans, whose disabilities are considered to be total and permanent in nature as a result of service in the Armed Forces after the beginning of the Spanish-American War on April 21, 1898.

**State Educational Benefits - California**

Children and remarried widows of servicemen who died or were totally disabled as a result of service in World War I or as a result of any active military duty since September 16, 1940, and in the future so long as selective service is in effect are eligible for state educational benefits. Applicants must have five years residence or have been born in California. No residency is required of servicemen. Assistance is $50 per month plus tuition, paid at college, business or trade school level. (These programs may not be used concurrently with Federal benefits).

Further financial aid information may be obtained through the Personnel Department.

**FAMILY CARE CENTER**

The College 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.

**CAMPUS EMERGENCY/CRIME REPORTING**

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

**General Procedures of Reporting a Crime or Emergency:**

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 Office. The Personnel Office will proceed with a thorough investigation, then report adds finding 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 assistance to the victim and friends that may include crisis counseling at any time of the day.

Crimes should be reported to a Personnel Officer 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 to foster mutual understanding. The Cadet Council is not a judicial nor policy-making body, but serves 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 will act as liaison between staff and cadets, advising the Cadet Council on staff policy and attitude toward those proposals presented in Cadet Council; to the end that the Council may move more wisely in preparing proposals for staff.

ELFTMAN MEMORIAL LIBRARY

The library at the College houses over 45,000 titles and cadets have access to 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 on-line via the CFOT website: www.crestmont.edu/library-cfot.html

Library staff are available to assist cadets during open hours:

- Monday - Friday: 8:15 a.m. - 8:30 p.m.*
- Saturday: 10 a.m. - 6 p.m.*
- Sunday: Closed

*The library remains open until midnight Monday through Saturday with a self checkout option.

ACADEMIC ACHIEVEMENT CENTER

The Academic Achievement Center’s mission is to provide tutoring and academic support for all cadets at Crestmont. The center is located in Building B (The Adam Gifford Education Building) on the second floor across from Classroom J. An Educational Specialist is available on a walk-in basis or by appointment. The center provides a variety of services from tutoring, writing support, learning softwares, academic counseling and a variety of workshops.

Academic Achievement Center staff are available to assist cadets during open hours:

- Monday - Thursday: 1:00 p.m. - 9:00 p.m.
- Friday: Closed
- Saturday: 10 a.m. - 3:30 p.m.
- Sunday: Closed

ENGLISH LANGUAGE PROGRAM

Mission

The mission of the English Language Program is to provide high-quality instruction in English as a Second Language (ESL) and orientation to U.S. culture to cadets who are non-native speakers of English. Assistance is also provided to non-ESL cadets who need to further develop their English communication skills.

Services

To enable cadets to develop their speaking, listening, reading, writing, grammar, vocabulary, and pronunciation skills, the program offers the following services:

- English Language Lab
- One-on-one Language Tutoring
- Intercultural Communication Assistance
- Writing Support
- Oral Skills Support
- Testing and Placement
Hours

The English Language Specialist is available for walk-ins and appointments Monday through Friday, 8:15-4:15. Assistance may also be provided outside of these hours by appointment only.

TRANSCRIPTS

One official copy of transcripts is provided at no charge to each cadet upon graduation. Additional official and unofficial transcripts are available upon request, according to the following guidelines:

- All transcript requests must be made and are processed by mail or in person only. Phone and email requests will not be accepted. Transcripts cannot be faxed or emailed.
- There is a processing fee of $5 for official and $3 for unofficial transcripts.
- Personal checks are accepted (Transcripts are mailed or can be picked up only once the check has cleared).
- The college accepts Visa, MasterCard and Discover.
- The transcript request form can be accessed at: www.crestmont.edu/students.htm

To avoid unnecessary requests and expenses, graduates should check with the institution before requesting transcripts from CFOT.
Policies
Policies

STATEMENT OF ACADEMIC ETHICS AND 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. Salvation Army.

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:
1. Repeated, deliberate untruthfulness
2. Dishonesty Immorality
3. 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.

STATEMENT OF FAITH

All cadets of the College are expected to follow the essential elements of the Christian faith and life shared as a community of believers. All 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.

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:
• 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 a member institution 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 AND ILLEGAL DRUGS**

The CFOT campus has been designated “Alcohol, Tobacco and Drug Free.” The possession, sale, manufacture or distribution of any controlled substance is illegal under both state and federal laws. Such laws are strictly enforced by CFOT. Violators are subject to CFOT disciplinary action, criminal prosecution, fine and imprisonment.

**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 subject. 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 students 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.

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.

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.

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 for the College for Officer Training, 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.
Withdrawal From a Course

In extreme circumstances, a cadet may decide they need to withdraw from a course, offered either for grade or pass/fail. This alternative is to be used only for the most stringent of reasons as the course, in its entirety will need to be made up at a later date; thus only extreme illness or other circumstances beyond the control of the cadet should warrant this decision.

The cadet must petition the College for withdrawal from a course by filling in the proper form obtained from the Director of Curriculum. The petition must normally be filed before the end of the fifth week in which the course is taken for credit. Withdrawal from any course must be approved by the Instructor, the Director of Curriculum, the College for Officer Training Executive Council and the Principal.

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 failed grades in required courses, the cadet and the instructor would need to confirm which SLOs have not been satisfactorily completed. If it seemed additional work would warrant and enable the cadet to satisfactorily meet the course SLO requirements, the repeated course proposal to be submitted in writing from the cadet would require approval by the instructor and the Director of Curriculum. The time provisions used with incompletes would also be used in the case of such additional time being granted.

To facilitate such a course repeat, cadets would be graded on a pass/fail basis in the repeat course and, if the Pass grade is awarded, the initial “F” grade would be deleted from the calculation of the accumulative grade point average (not the transcript).

GPA Calculation for Make-up Course

In those cases where a cadet who has failed a course, repeats the course and earns a passing grade in the same course, both grades will appear on the transcript, however only the passing grade will be calculated into the grade point average. In addition, a cadet cannot use this policy if an “F” grade is received for academic dishonesty. This policy applies in those cases where the college does elect to schedule a repeated course; the associate degree schedule and time-frame limits that reality. Finally, a cadet must complete an application for applying this policy to their record. The application form is available in the Curriculum Department and requires the approval of the Director of Curriculum.

Electives

Two elective courses are required for graduation. The same elective class cannot be taken more than once.

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 opposite way of grading. Pass/Fail classes are not entered into GPA determinations.

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 course-work 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 who is 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 “F” in any one credit unit or above course, will be recommended for placement on unsatisfactory academic status or on academic probation for the following quarter.

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 Saturday, 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 Command Head 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 to meet the officer commissioning requirements as defined by the National Standards.

Addendum - Veterans Only

Cadets can remain on Academic Probation for only two quarters. At the end of the second quarter, if the cadet’s progress is still unsatisfactory, the cadet’s VA enrollment will be interrupted and the Veterans Administration will be notified.

ATTENDANCE POLICY

Timely attendance at all scheduled college activities is expected as the entire educational program is planned for the developing of the cadet into an officer. Any absence or tardiness diminishes the learning experience for the cadet and the group. Cadets are expected to attend all class sessions.

Therefore, there is a process and consequence for absence and tardiness.

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 Director of Personnel as soon as possible.
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. Instructors will include their policy in the syllabus and review it with cadets at the beginning of the course.
4. Each cadet is expected to acquaint himself/herself with the schedules that are posted on Lotus Notes, the Cadet Bulletin Board in building “B” and in the Weekly Bulletin.
5. Tardiness: Cadets are expected to be on time for all classes, seminars, and events. Excessive tardiness may impact the cadet’s grades, academic standing and will be considered in the Personnel Review. Each course syllabus states penalties for tardiness. Two tardies equal one absence.

6. Exception: The sole exceptions are a) service on a College Council or Committee on or off campus business that is required by the College and supervised by the Director of Curriculum; and b) medical matters requiring a cadet to remain in quarters as documented by a physician.

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 the event that a cadet misses one-fourth of a course for any reason, the course will be considered incomplete and arrangements will be made for additional work to complete the course. Once one-fourth of the course has been missed, the cadet will meet with the instructor and the Director of Curriculum to determine whether the cadet will continue in the course for the remainder of the quarter.

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 Principal for any action needed. Also, 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 any Out-Sunday, Spring Campaign, Fall Blitz or scheduled Field Training seminar will complete an equivalent make-up assignment per the approval of the Director of Field Training. Cadets who have not completed required Out-Sunday or Out-Sunday Make-Up attendances 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.

Chapel and Assembly: Attendance will be taken by the Session Advisors. The Personnel Department will follow-up with any cadet with frequent absences and/or tardiness.

MATERNITY LEAVE GUIDELINES

- Maternity leave for the mother is 4 weeks (6 weeks after a c-section).
- Maternity leave for the father is 1 week.
- During any absence from class, both cadets are responsible for obtaining class notes from other cadets and keeping up with the course.
- If any exams or assignments are missed during the maternity leave, cadets will need to contact the instructor to make arrangements for any missed work.
- A webcam is available to the cadets for the purposes of remote participation in classes.
- Cadets will need to switch off every day in terms of classroom attendance when they return to class.
- The Family Care Center will be made available when the baby is 8 weeks old.
- If the baby is not able to go to the Family Care Center after 8 weeks, a note from the doctor is required and should be submitted to the Director of Personnel.
- It is the cadets’ responsibility to put in writing to all of their instructors what the arrangements will be in terms of class attendance and should also submit a copy of this information to the Director of Curriculum.

These guidelines are outlined in the maternity 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 principle 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.

In short, plagiarism gives “the impression that you have written or thought something that you have in fact borrowed from someone else” (Gibaldi 30).

There are three common kinds of plagiarism:
1. One is to use the exact language of someone else without putting this quoted material in quotation marks and giving its source.
2. A second kind of plagiarism occurs 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 the two-year training program, 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.

<table>
<thead>
<tr>
<th>G.P.A.</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.90 or above</td>
<td>Honor</td>
</tr>
<tr>
<td>3.75 - 3.89</td>
<td>Distinction</td>
</tr>
<tr>
<td>3.60 - 3.74</td>
<td>Merit</td>
</tr>
</tbody>
</table>

ACCEPTANCE OF TRANSFER OF CREDIT

A student 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...
Training may receive credit toward the Associate of Arts degree in Ministry 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 Department of Curriculum 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 student'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 Department of Curriculum reviews transcripts to determine and document equivalency.

**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 Ministry, the international transcript must be submitted 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 two times 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 for those students who have failed a course and need to repeat the course for graduation purposes. The course would need to be repeated via directed study under the instructor of record for that course at that time and would need to parallel the course syllabus in all major respects. The course would be offered for same credit hours as the original one, which would normally be two credits. Cadets who wish to pursue this option must complete a Directed Study Agreement at the beginning of the quarter for which the Directed Study Agreement is requested.

**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 Information Technology section 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
Degree Requirements

The College for Officer Training at Crestmont confers an Associate of Arts degree in Ministry. The degree program is designed to train men and women to serve God effectively as officers in The Salvation Army.

The awarding of the Associate of Arts degree in Ministry is contingent on the successful completion of 93 units of core and elective courses and attendance at all required seminars/lectures over the 20-month training program.

<table>
<thead>
<tr>
<th>Focus/Area of Study</th>
<th>Required Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biblical Studies</td>
<td>14 Units</td>
</tr>
<tr>
<td>Theological Studies</td>
<td>12 Units</td>
</tr>
<tr>
<td>Mission and Ministry</td>
<td>15 Units</td>
</tr>
<tr>
<td>Field Training</td>
<td>12 Units</td>
</tr>
<tr>
<td>Business Management</td>
<td>9 Units</td>
</tr>
<tr>
<td>Electives</td>
<td>5 Units</td>
</tr>
<tr>
<td>General Education</td>
<td>26 Units</td>
</tr>
<tr>
<td>English &amp; Communications</td>
<td>12 Units</td>
</tr>
<tr>
<td>Natural &amp; Social Sciences</td>
<td>8 Units</td>
</tr>
<tr>
<td>Worship Arts</td>
<td>6 Units</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>93 Units</strong></td>
</tr>
</tbody>
</table>

CORE COURSES

Completion of all of the following core courses is required.

**Biblical Studies (14 Units)**

<table>
<thead>
<tr>
<th>First-Year Courses (8 Units)</th>
<th>Second-Year Courses (6 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BI132 Old Testament Survey I</td>
<td>2 Units</td>
</tr>
<tr>
<td>BI133 Old Testament Survey II</td>
<td>2 Units</td>
</tr>
<tr>
<td>BI134 Old Testament Survey III</td>
<td>2 Units</td>
</tr>
<tr>
<td>BI135 Biblical Exegesis</td>
<td>2 Units</td>
</tr>
<tr>
<td>BI232 New Testament Survey I</td>
<td>2 Units</td>
</tr>
<tr>
<td>BI233 New Testament Survey II</td>
<td>2 Units</td>
</tr>
<tr>
<td>BI234 New Testament Survey III</td>
<td>2 Units</td>
</tr>
</tbody>
</table>

**Theological Studies (12 Units)**

<table>
<thead>
<tr>
<th>First-Year Courses (8 Units)</th>
<th>Second-Year Courses (4 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC141 Theology I - Church History</td>
<td>2 Units</td>
</tr>
<tr>
<td>EC142 Theology II</td>
<td>2 Units</td>
</tr>
<tr>
<td>EC143 Theology III</td>
<td>2 Units</td>
</tr>
<tr>
<td>EC361 Ethics</td>
<td>2 Units</td>
</tr>
<tr>
<td>EC238 Comparative Beliefs</td>
<td>2 Units</td>
</tr>
</tbody>
</table>

**Mission and Ministry (15 Units)**

<table>
<thead>
<tr>
<th>First-Year Courses (7 Units)</th>
<th>Second-Year Courses (8 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MU150 Intro to Public Ministry</td>
<td>2 Units</td>
</tr>
<tr>
<td>MI158 Intro to Christian Education</td>
<td>2 Units</td>
</tr>
<tr>
<td>MI176 Evangelism</td>
<td>1 Unit</td>
</tr>
<tr>
<td>PSY157 Intro to Pastoral Care</td>
<td>2 Units</td>
</tr>
<tr>
<td>PSY252 Counseling Techniques</td>
<td>2 Units</td>
</tr>
<tr>
<td>MI298 Virtual Corps Training</td>
<td>2 Units</td>
</tr>
</tbody>
</table>
### Field Training (12 Units)

<table>
<thead>
<tr>
<th>First-Year Courses (4 Units)</th>
<th>Second-Year Courses (8 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU178 Christmas Intensive I</td>
<td>BU274 Summer Intensive (Business)</td>
</tr>
<tr>
<td>MI180 Field Training Practicum I</td>
<td>BU279 Christmas Intensive II</td>
</tr>
<tr>
<td>1 Unit</td>
<td>2 Units</td>
</tr>
<tr>
<td>3 Units</td>
<td>1 Unit</td>
</tr>
<tr>
<td>2 Units</td>
<td>3 Units</td>
</tr>
</tbody>
</table>

### Business Administration (9 Units)

<table>
<thead>
<tr>
<th>First-Year Courses (3 Units)</th>
<th>Second-Year Courses (6 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU154 Business Management I</td>
<td>BU254 Business Management II</td>
</tr>
<tr>
<td>BU162 Adv. Technology Applications, OR BU161 Technology Applications</td>
<td>BU258 Business Management III</td>
</tr>
<tr>
<td>2 Units</td>
<td>2 Units</td>
</tr>
<tr>
<td>1 Unit</td>
<td>2 Units</td>
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<tr>
<td>2 Units</td>
<td>2 Units</td>
</tr>
</tbody>
</table>

### Electives (5 Units)

<table>
<thead>
<tr>
<th>First-Year Courses (3 Units)</th>
<th>Second-Year Courses (2 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring Elective (See Electives Section)</td>
<td>Spring Elective (See Electives Section)</td>
</tr>
<tr>
<td>Worship Arts (See Electives Section)</td>
<td>2 Units</td>
</tr>
<tr>
<td>2 Units</td>
<td>2 Units</td>
</tr>
<tr>
<td>1 Unit</td>
<td>1 Unit</td>
</tr>
</tbody>
</table>

### General Education - English and Communications (12 Units)

<table>
<thead>
<tr>
<th>First-Year Courses (9 Units)</th>
<th>Second-Year Courses (3 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENG101 College Writing</td>
<td>ENG266 Homiletics IV</td>
</tr>
<tr>
<td>ENG102 Public Speaking</td>
<td>ENG266 Homiletics V</td>
</tr>
<tr>
<td>ENG190 Info Literacy / Research Skills</td>
<td>ENG267 Homiletics VI</td>
</tr>
<tr>
<td>ENG167 Homiletics I</td>
<td>1 Unit</td>
</tr>
<tr>
<td>ENG169 Homiletics II</td>
<td>1 Unit</td>
</tr>
<tr>
<td>ENG170 Homiletics III</td>
<td>1 Unit</td>
</tr>
<tr>
<td>2 Units</td>
<td>1 Unit</td>
</tr>
<tr>
<td>2 Units</td>
<td>1 Unit</td>
</tr>
<tr>
<td>1 Unit</td>
<td>1 Unit</td>
</tr>
</tbody>
</table>

### General Education - Natural and Social Sciences (8 Units)

<table>
<thead>
<tr>
<th>First-Year Courses (2 Units)</th>
<th>Second-Year Courses (6 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSY156 Introduction to Psychology</td>
<td>HIS200 History 1865-Present</td>
</tr>
<tr>
<td>SCI204 Contemporary Health &amp; Wellness</td>
<td>SOC200 Introduction to Sociology</td>
</tr>
<tr>
<td>2 Units</td>
<td>2 Units</td>
</tr>
<tr>
<td>2 Units</td>
<td>2 Units</td>
</tr>
</tbody>
</table>

### General Education - Worship Arts (6 Units)

<table>
<thead>
<tr>
<th>First-Year Courses (4 Units)</th>
<th>Second-Year Courses (2 Units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MU307 Cadet Chorus (Lab)</td>
<td>MU307 Cadet Chorus (Lab)</td>
</tr>
<tr>
<td>MU185 Music in The Salvation Army I</td>
<td>MU125 Gospel Arts in Worship</td>
</tr>
<tr>
<td>MU186 Music in The Salvation Army II</td>
<td>1 Unit</td>
</tr>
<tr>
<td>1 Unit</td>
<td>1 Unit</td>
</tr>
<tr>
<td>2 Units</td>
<td>1 Unit</td>
</tr>
</tbody>
</table>
ELECTIVES

Spring Electives (4 Units Required)
Cadets must complete one (1) of the following spring elective courses (as offered) 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.

BI303 Romans
BI307 Genesis
BI315 Gospel of Luke
BI325 Biblical Equality
BI334 Isaiah and Jeremiah
BI342 Revelation
BI370 Gospel of John
BI375 Prison Epistles
BI386 Book of Acts
BI390 Biblical Justice
BU350 Administrative Leadership
MI309 World Missions
MI310 Urban Ministries
SPA101 Introduction to Spanish

Worship Arts Electives (1 Unit Required)
All Cadets must enroll in one (1) of the following Worship Arts electives (as offered) during their first year of training. If a cadet fails to complete a Worship Arts elective during the first year of training he or she will be required to do so during their second year. All worship arts electives are 1 unit courses.

MU122 Music Fundamentals
MU126 Praise and Worship
MU307 Cadet Chorus Lab
MU325 Percussion
MU333 Drama
MU350 Bass Guitar
MU351 Dance
MU364 Vocal Technique
MU372 Playing Piano for Worship I
MU373 Playing Piano for Worship II
MU381 Beginner Brass
MU382 Brass Ensemble
MU387 Playing Guitar for Worship
MU397 Singing for Non-Singers

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

BU062 Fundamentals of Mathematics (n/c)
ENG095 Introduction to Academic Writing (n/c)*
ENG187 English Language I (2 Units)**
ENG188 English Language II (1 Unit)**
ENG189 English Language III (1 Unit)**
ENG287 English Language IV (1 Unit)**
ENG288 English Language V (1 Unit)**
ENG289 English Language VI (1 Unit)**

*Cadets enrolled in ENG095 Introduction to Academic Writing will take ENG101 College Writing in the spring quarter of their first year in place of an elective. As such, these cadets are required to take additional worship arts electives.
**Cadets enrolled in the ESL program will take EC141 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:

S.A. Procedures: Health Care Benefits Seminar
S.A. Procedures: Statistics Seminar
Officer Care & Development Orientation
Spokesperson Training Seminar
Emergency Disaster Services*
Salvationism Lectures
Multi-Cultural Perspectives for Ministry
Protecting the Mission Seminar
Women’s Ministry Seminar  
Holiness Seminar  
Prayer Seminar  
Sexual Harassment Prevention Seminar  
Mentoring Orientation and Seminar  
Advisory Board Seminar  
Multimedia Ministries  
Prepare and Enrich Seminar*  
Substance Abuse and Rehabilitation Seminar

*Leads to related certification and/or authorization to perform specific duties.

FIELD TRAINING

The following pages describe the Field Training public ministry activities that are incorporated into the curriculum of the College for Officer Training. This provides a practical “hands-on” experience for the cadet in order to develop and strengthen 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 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 twelve public ministry and program leadership skills. In addition, each cadet receives a corps and brigade officer graded evaluation to assist in development as an officer-in-training.

Field Training Courses

1st Year: MI180 Field Training Practicum I (3 Units)  
 BU178 Christmas Intensive I (1 Unit)

Summer: BU 274 Business Administration (2 Units)  
 ENG 272 Communications (2 Units)

2nd Year: MI280 Field Training Practicum II (3 Units)  
 BU 279 Christmas Intensive II (1 Unit)

Brigades

One of the learning highlights for every cadet is the opportunity to be assigned to a brigade with other cadets for the purpose of evangelistic outreach in the community. The brigade membership is made up of first- and second-year cadets selected to share the gospel of Jesus Christ in a close-knit team formation. Brigade members plan, organize, and conduct various ministry activities and events under the supervision of their brigade officer. Each cadet will be given opportunities to observe successful programs at corps, special Salvation Army events, and designated non-Army ministries.

Brigade Activities

Community Service Ministry: Assigned brigades of first and second-year cadets travel to selected Salvation Army units and community programs to observe and participate in a variety of ministry opportunities. These experiences provide the cadets 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 lead weekly programs for youth, adult and families for the benefit of the cadet family body.

Out-Sundays: Under the leadership of a CFOT brigade officer, cadets plan and lead worship meetings and programs for children, adults and families in a variety of settings such as corps, nursing homes, correctional institutions and hospitals.

In-Sundays: On-campus worship services and Sunday School classes are held for cadets and their families on designated In-Sundays.

Fall “Blitz” Evangelistic Campaign: Cadet brigades will engage in a weekend evangelistic campaign at selected corps and units in the Sierra Del Mar Division (October 16-18, 2015).
Spring Evangelistic Campaign: Cadet brigades travel to selected corps and divisions throughout the Western Territory to conduct a week of evangelistic campaigns (April 16-20, 2016).

First-Year Field Requirements
In addition to their brigade assignments, first-year cadets participate in many activities designed to broaden their knowledge of the practical aspects of Salvation Army service. Children do not accompany first-year cadet parents in Field Training activities in order for each cadet parent to receive the full benefit of the training experience. Child care will be available during scheduled activities.

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

Second-Year Field-Training Requirements
In addition to their brigade assignments, 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. Children accompany second-year cadet parents on Out-Sunday assignments and when possible, to their Christmas Intensive II corps. Children also accompany their parents to the corps assignment during the 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

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 advance training on the spiritual and administrative side of the Christmas effort.

Youth Councils/Conferences
First- and second-year cadets are selected to represent the college at the various Divisional Youth Councils and conferences around the territory (women’s & men’s retreats, Boot Camp and Worship Arts Retreats). They lead workshops, share their testimonies, give devotionals, lead Bible Studies and interact with the delegates in their capacity as Salvation Army cadets.
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. 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 135 Biblical Exegesis (2)
This course is designed to introduce cadets to the foundational principles of biblical exegesis. Cadets will learn to draw meaning from the Biblical text in light of historical, generic, and literary contextual considerations. Competency in the process will be demonstrated through a portfolio covering exegetical exercises and a final paper demonstrating their familiarity and mastery of methodology, as well as interpretive gleanings from the text.

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 importance 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.

BI 303 Romans (2)
A study of the Epistle of Romans with emphasis on preaching the text and Pauline theology. Major themes covered are: justification by faith, living in the Spirit, and God’s mercy to all.

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, family and exile will be considered in this course. Direct application to preaching Genesis will be made.

BI 315 Gospel of Luke (2)
The course will introduce the cadet to the message of Luke. This message will be studied in regards to the historical situation to which Luke was responding in his day and its relevance for the Church today. The emphasis on this course is upon the careful examination of the actual text of Luke.

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 370 Gospel of John (2)**
The course will examine the language, themes, structure, theology, history and distinctive features of the Gospel of John. Cadets’ appreciation of this book’s relevance for preaching and teaching will be enhanced.

**BI 375 Prison Epistles (2)**
This course will be an in-depth study into Paul’s “Prison Epistles”: Ephesians, Philippians, Colossians, and Philemon. This course will examine the historical background, theological principles and application of each of these books.

**BI 386 Book of Acts (2)**
The course will explore the emergence of the Apostolic Church, its leaders, personalities, the geographical, religious, cultural background and historical setting, as well as its theological and missiological foundations. The cadets will enhance their appreciation of the book’s relevance for preaching and teaching.

**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.

**BUSINESS AND MANAGEMENT**

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

**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 2013. 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 students with advanced skills in the Microsoft Office 2013 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.

**BU 350 Administrative leadership (2)**
This course provides instruction on techniques for effective leadership in the administration of a Salvation Army corps. It includes material and discussion on personnel administration, officer procedures and the principles of effective leadership.
COURSE DESCRIPTIONS

GENERAL EDUCATION: ENGLISH & COMMUNICATIONS

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.

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. Cadets will also respond to materials that they have researched by writing at least one short research paper in MLA format.

ENG 102 Public Speaking (1)
This course will provide basic principles for effective spoken communication. Focus is placed on understanding nine behavioral skills to develop confidence and believability, and a personal style for communication in public ministry settings including Bible reading, testifying, business meetings, worship meeting leadership, preaching, service club talks and others.

ENG 167 Homiletics I (1)
This course serves at the foundational Homiletics class. It will include an introduction to sermon development and structure as well as experience in sermon writing and delivery.

ENG 169 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.

ENG 171 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.

ENG 187 English Language I (2)
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 188 English Language II (1)
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 189 English Language III (1)
This course is designed for the intermediate to advanced ESL cadet. It focuses on the study of Idioms and their practice.

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.

ENG 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.

ENG 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.
ENG 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.

ENG 287 English Language IV (1)
This course is designed for intermediate to advanced ESL cadets. It focuses on the fundamentals of English grammar and usage.

ENG 288 English Language V (1)
This course builds on concepts mastered in English 188. The primary focus of this course is recognizing common errors in English grammar and being able to correctly use them in listening, speaking, reading, and writing.

ENG 289 English Language VI (1)
This course teaches cadets how to put their English skills into practice in business settings. Reading, writing, speaking and listening skills are addressed in the writing and delivering of letters, reports and presentations.

SPA 101 Introduction to Spanish (2)
The goal of this course to teach basic Spanish vocabulary, grammar, literacy, and conversation skills to cadets with little or no knowledge of the Spanish language. Cadets will be expected to learn words from a variety of vocabulary lists. They will learn to read, write, speak and understand some basic conversational themes. This course is preparatory to a more advanced study of the language.

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. The course also has a substantive “social work” focus and prepares cadets for this important role.

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 survey the major theories, principles and methodologies of psychology with an emphasis on their relation to ministry and the individual.
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 307 Cadet Chorus Lab (1)
This course is designed to provide the cadet with no or limited choral experience an opportunity to learn to sing in an ensemble setting, to improve their singing voice, to develop the “inner ear” and to learn to identify and interpret basic notation, intervals and rhythmic patterns.

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 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 Dance (1)
An introduction to basic dance techniques and different styles of dance designed to prepare the cadet for utilization and teaching of these skills in Christian 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.

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 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 382 Brass Ensemble (1)
This course is designed for the more technically proficient cadet. It will provide them with an opportunity to play more advanced music, to further improve their technique, and develop their sense of ensemble (dynamics, tone, intonation, balance and blend).

MU 387 Playing Guitar for Worship (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 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 101 Salvationism (Pre-Training) (n/c)
The Pre-Training course focuses on what it means to be a Salvation Army officer. In this course candidates will evaluate their personal callings to officership and explore the many facets of officership including personal and community life.

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. Class to include: 1) A definition of and rationale for Christian Education, 2) Selection of meaningful literature and materials, and 3) Principles leading to an effective Christian Education Ministry.

MI 176 Evangelism (1)
An analysis of the principles and methods of evangelism necessary to establish an effective program, both public and personal. Special attention will be placed on interpersonal relationships, fellowship, and media for effectively communicating the Gospel message.

MI 276 Discipleship in the 21st Century (2)
This course provides a foundation for the theory and practice of disciple formation in local contexts within The Salvation Army. Theories of post modernity, generational issues, contemporary considerations, and challenges facing this ministry in the 21st century will be explored.

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.

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.

MI 310 Urban Ministries (2)
This course will examine the theological missiological and practical aspects of ministry in an urban setting.

PSY 157 Introduction To Pastoral Care (2)
This Pastoral Care course is designed to assist cadets in knowing and understanding what it means to be a Salvationist Shepherd Officer and to be equipped for the calling as shepherds of the flock. The course will study the officer’s call, philosophy of ministry, various pastoral roles, and spiritual life ministry.
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

BU 178 Christmas Intensive I (1)
First year cadets will participate in the College for Officer Training Christmas program (to include kettle work, caroling, and special Christmas programming).

BU 279 Christmas Intensive II (1)
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.

BU 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.

ENG 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.

MI 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.

MI 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 emphasis 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 a faithfully critically reading of the Biblical witness. Special attention will be given to 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 embodied in the living tradition of communities formed by the Gospel and the Holy Spirit.

REQUIRED SEMINARS/LECTURES

S.A. Procedures: Health Care Benefits Seminar
The Health Care Provisions Seminar will inform cadets on the medical, hospital obstetrical, optical, and sick leave benefits and allowances.

S.A. Procedures: Statistics Seminar
An overview of all statistical forms in use, with special emphasis on the reporting of corps activity and casework services.

Officer Care & Development Orientation
An overview of the Pastoral Care Department, its purpose and how it functions. An overview of the Cadet Ministry Development Plan, its purpose, process, and completion.

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.

Emergency Disaster Services
This course 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.

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.

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

Protection 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

Disney Institute Seminar
A seminar to provide the cadets with training in leadership and innovation. The cadets attend the seminar off campus at Disneyland in Anaheim, CA.

Community Care Ministries Seminar
Tools and techniques of ministry in Rest Homes, hospitals, V.A. Hospitals, etc.
Women’s Ministry Seminar
An introduction to the various Women’s Ministries programs and their field application and organization.

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.

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, and praying with purpose and fasting.

Sexual Harassment Prevention Seminar
A seminar presenting the sexual harassment prevention policies and procedures for The Salvation Army in the Western Territory.

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 Officership. 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.

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.

Multimedia Ministries
This seminar is designed to introduce Cadets to the numerous mediums that can be used to enhance the worship experience. As well as looking at existing resources, cadets will learn the capabilities of these mediums and develop the skills and knowledge to use them in their worship services.

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

Substance Abuse and Rehabilitation Seminar
An introduction to the field of substance abuse and rehabilitation as it pertains to the work of The Salvation Army Officer.
Staff & Faculty
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<tr>
<th>Position</th>
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<tr>
<td><strong>Office of the Principal</strong></td>
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<tr>
<td>Major (Dr.) Brian Saunders</td>
<td>Training Principal</td>
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<td>Major Gwendolyn Jones</td>
<td>Campus Chaplain</td>
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<tr>
<td>Dr. James S. Hartman</td>
<td>Director of Institutional Planning and Accreditation</td>
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<tr>
<td>Dr. Duncan Sutton</td>
<td>Research Analyst to the Director of Institutional Planning and Accreditation</td>
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<td><strong>Assistant Training Principal</strong></td>
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<td>Major Robert Birks</td>
<td>Assistant Training Principal</td>
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<td><strong>Business Administration</strong></td>
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<td>Captain Kelly Nolan</td>
<td>Director of Business Administration</td>
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<td>Lieutenant John Acosta</td>
<td>Transportation Officer</td>
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<td>Captain Catherine Nolan</td>
<td>Finance Officer</td>
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<td>Lieutenant Jesus Quintanilla</td>
<td>Home Officer</td>
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<td>Mr. Andrew Brown</td>
<td>Facilities Maintenance Foreman</td>
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<td><strong>Campus Services</strong></td>
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<td>Major Stacy Birks</td>
<td>Director of Campus Services</td>
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<td>Captain Hanna Lee</td>
<td>Campus Services Officer</td>
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<td>Ms. Debbie Melott</td>
<td>Assistant Director of Campus Services</td>
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<td><strong>Curriculum</strong></td>
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<tr>
<td>Major (Dr.) Brian Jones</td>
<td>Director of Curriculum</td>
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<td>Lieutenant Nathan Darling</td>
<td>Curriculum Officer</td>
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<td>Captain Annalise Francis</td>
<td>Curriculum Officer</td>
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<td>Captain Dean Lee</td>
<td>Curriculum Officer</td>
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<tr>
<td>Mr. Ethan Bradley</td>
<td>English Development Specialist</td>
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<tr>
<td>Ms. Sheila Chatterjee</td>
<td>Director of Museum and Library Services</td>
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<tr>
<td>Ms. Jeannie Moss</td>
<td>Educational Specialist</td>
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<tr>
<td>Mr. Christian Riesebieter</td>
<td>Worship Arts Director</td>
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<td>Ms. Erin Riesebieter</td>
<td>Music Education Director</td>
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<td><strong>Family Care Center</strong></td>
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<td>Captain Ragina Halverson</td>
<td>Family Care Director</td>
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<td><strong>Field Training</strong></td>
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<td>Major Nancy Helms-Cox</td>
<td>Director of Field Training</td>
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<td>Captain Clarissa Ochoa</td>
<td>Field Training Officer</td>
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<td><strong>Personnel Department</strong></td>
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<td>Major Jeff Martin</td>
<td>Director of Personnel</td>
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<td>Captain William Francis</td>
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<td>Major Clay Gardner</td>
<td>Personnel Officer/Spiritual Formation</td>
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<td>Major Pamela Gardner</td>
<td>Personnel Officer</td>
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<td>Captain Lourdes Griffith</td>
<td>Personnel Officer</td>
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<td>Captain Shane Halverson</td>
<td>Personnel Officer</td>
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<tr>
<td>Major Erica Helton</td>
<td>Personnel Officer</td>
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<tr>
<td>Ms. Julie Sutton</td>
<td>Therapist (THQ, Officer Care and Development)</td>
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</tbody>
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FACULTY & CLASSROOM SUPPORT

Acosta, Lieutenant John  
Transportation Officer  
Classroom Support  
A.A., College for Officer Training at Crestmont

Birks, Major Robert  
Assistant Training Principal  
Administration  
Faculty: Mission & Ministry; Theological Studies  
B.A., Booth University College, Canada

Birks, Major Stacy  
Director of Campus Services  
Administration  
Classroom Support  
A.A. School for Officer Training

Bradley, Ethan  
English Development Specialist  
Faculty: English Language  
M.A., Biola University  
B.A., Northern Arizona University

Chatterjee, Sheila  
Director of Library/Museum Services  
Faculty: Information Literacy & Research Skills  
M.L.I.S., Catholic University of America  
B.A., University of Minnesota

Darling, Lieutenant Nathan  
Curriculum Officer  
Faculty: Biblical Studies; Theological Studies  
M. Div., Nazarene Theological Seminary  
B.A., Northwest Nazarene College

Francis, Captain Annalise  
Curriculum Officer  
Faculty: Biblical Studies; Mission & Ministry  
M.A.R., Gordon Conwell Theological Seminary  
B.M., Boston University

Francis, Captain William  
Personnel Officer  
Faculty: General Education; Theological Studies  
D.Min. (ce), Ashland Theological Seminary  
S.T.M., Boston University, School of Theology  
M.A. (World Missions & Evangelism), M.A. (Church History), Gordon Conwell Theological Seminary  
B.A., Hunter College, CUNY

Gardner, Major Clay  
Personnel Officer  
Faculty: Mission & Ministry  
M.A., Indiana Wesleyan University

Gardner, Major Pam  
Personnel Officer  
Classroom Support  
B.A. (ce), Nazarene Bible College  
A.A., College for Officer Training at Crestmont

Griffith, Captain Lourdes  
Personnel Officer  
Teaching Assistant  
B.A., Nazarene Bible College

Halverson, Captain Ragina  
Family Care Director  
Faculty: General Education - Communications  
M.A. (ce), Gonzaga University

Halverson Shane  
Personnel Officer  
Teaching Assistant  
B.A., Nazarene Bible College

Hartman, Dr. James S.  
Director of Institutional Planning and Accreditation  
Administration  
Faculty: Sociology; Administrative Leadership  
Ph.D., M.A., M.Ed., Ohio University  
B.A., Heidelberg College

Helms-Cox, Major Nancy  
Director of Field Training  
Administration  
Faculty: Field Training  
B.A., Nazarene Bible College

Helton, Major Erica  
Personnel Officer  
Classroom Support  
A.A., College for Officer Training at Crestmont

Jones, Major (Dr.) Brian  
Director of Curriculum Administration  
Faculty: Biblical Studies; Theological Studies  
D.Min., M.Div., B.A., Azusa Pacific University  
M.A., Fuller Theological Seminary

Jones, Major Gwendolyn  
Campus Chaplain  
Guest Lecturer: Introduction to Christian Education  
B.A., Azusa Pacific University

Lee, Captain Dean  
Curriculum Officer  
Faculty: Mission & Ministry  
M. Div., Trinity Evangelical Divinity School  
B.A., Moody Bible Institute

Lee, Captain Hannah  
Campus Services Officer  
Classroom Support  
R.N. Graduate, Kae Jung Nursing College, Korea  
A.A., College for Officer Training at Crestmont

Martin, Major Jeff  
Director of Personnel/Territorial Education Secretary  
Administration  
Faculty: Biblical Studies; Theological Studies  
M.S., Grand Canyon University  
B.S., University of Maryland

Nolan, Captain Catherine  
Finance Officer  
Faculty: Business & Management  
M.S., Walden University  
B.S., University of La Verne

(ce) = currently enrolled
Nolan, Captain Kelly *Dir. of Business Administration*
Administration
Faculty: Business & Management
M.B.A., Walden University
B.S.E.E., University of California, Santa Barbara

Ochoa, Captain Clarissa *Field Training Officer*
Classroom Support
B.A.(ce), Nazarene Bible College
A.A., College for Officer Training at Crestmont

Pierce, Major Beryl *Personnel Officer*
Classroom Support
A.A., College for Officer Training at Crestmont

Quintanilla, Lieutenant Jesus *Home Officer*
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Riesebieter, Christian *Worship Arts Director*
Faculty: Worship Arts
M.M. (ce), Azusa Pacific University
B.M., Boston Conservatory

Riesebieter, Erin *Music Education Director*
Faculty: Worship Arts
M.M.Ed., B.M., Boston Conservatory.

Saunders, Major (Dr.) Brian *Training Principal*
Administration
Faculty: General Education - Communications
D. Min., M.A., Fuller Theological Seminary
B.A., Azusa Pacific University

Sutton, Dr. Duncan *Research Analyst*
Faculty: Field Training; Mission & Ministry
Ed.D., M.A., California State University, Long Beach
B.A., Colchester Institute School of Music, England.

Sutton, Julie *Officer Care and Development Therapist*
Faculty: Natural / Social Sciences; Mission & Ministry
M.A., M.F.T., Azusa Pacific University
B.A., Colorado Christian University.

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**ADJUNCT INSTRUCTORS**

Barry, Dr. Timothy
Contemporary Health and Wellness
D.C., B.S., Cleveland Chiropractic College, Los Angeles

Doughty, Christopher
Introduction to Sociology
M.S.W., University of Southern California
B.A., University of California, Berkeley

Hill, Cathy
Physical Trainer; Contemporary Health and Wellness
B.A., Trinity University, Wales, United Kingdom.

Libby, Captain Dana
Introduction to Sociology
B.A., National-Louis University

Ramirez, Jaime
Technology Applications
M.B.A., University of Phoenix
B.S., California State University, Dominguez Hills

Watson, Chaz
Business Management III
M.A., Temple University
B.A., Asbury University

Witthoff, David
Biblical Exegesis
M.A., Gordon Conwell Theological Seminary
B.A., Moody Bible Institute

Wood, Barbara
College Writing
M.A., Chapman University
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The Salvation Army
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