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

2014-2015
CATALOG
Submitted by:
Major Eva R. Geddes, D.Min.
Director of Curriculum
Major James Guest, B.S., M.A.
Education Officer

Approved by:

[Signature]
Training Principal

7/9/14
Date

[Signature]
Territorial Commander

8/4/14
Date
Welcome to The Salvation Army College for Officer Training
August 2014

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

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

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

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

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

God bless you!

Sincerely yours,

[Signature]

Major Ronald R. Foreman
TRAINING PRINCIPAL
CFOT Eastern Territory
INTERNATIONAL 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.

STATEMENT OF FAITH

The Doctrines of The Salvation Army

1. We believe that the Scriptures of the Old and New Testaments were given by inspiration of God, and that they only constitute the Divine rule of Christian faith and practice.

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

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

4. We believe that in the person of Jesus Christ the Divine and human natures are united, so that he is truly and properly God and truly and properly man.

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

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

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

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

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

10. We believe that it is the privilege of all believers to be wholly sanctified, and that their whole spirit and soul and body may be preserved blameless unto the coming of our Lord Jesus Christ.

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

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

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

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

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

These primary goals are incorporated into the following subsidiary aims:

- To provide a Christian environment designed to foster personal growth and spiritual development.
- To identify and develop basic leadership characteristics leading to a clear identity as Salvation Army officers who minister as “servant-leaders:”
  - Exercising influence for transformation—the spiritual authority of Christ-likeness in selves and others
  - Providing compassionate care in pastoral and social services critical to all communities
  - Recognizing that the impact of servant leadership is not necessarily correlated with rank or appointment
    (adapted from the Territorial Task Force on Leader Development, 1998)
- To provide academic instruction in accordance with the National Curriculum Statement, providing effective tools for ministry and inculcating a desire for life-long learning.
- To provide practical field experience in Salvation Army ministry and procedures.
- To provide a comprehensive program of personal services including
  - Health Care
  - Family Care
  - Adequate and appropriate housing
  - Nutrition and instruction in physical fitness
  - Official transportation
  - Individual counseling/mentoring
    * Time management
    * Personal and spiritual disciplines
    * Academic challenges
MISSION AND VISION STATEMENT - ACADEMICS

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

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

STATEMENT OF CORE VALUES

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

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

ADMISSION TO THE COLLEGE

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

In exceptional circumstances, when academic documents are lost or missing (i.e., when foreign or other educational records are not available), a student may still be admitted to the College. In this case, the accepted cadet must demonstrate competency to handle the academic work at a “C” level or better over two academic quarters.

CODE OF CONDUCT

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

1) The intrinsic value of the person stands above other values. The personal rights and dignity of individuals are to be held inviolate and take precedence over any other personal goals.
2) A cadet is respected as a responsible adult. Cadets are encouraged to make informed decisions with respect to their own education and spirituality and to be involved in College decisions to the extent possible.
3) Just as the individual cadet has his/her own personal rights, so the College has an obligation to exercise its rights and privileges in conformity with the laws and procedures governing its Christian, Salvation Army proprietary and accreditation actions.
4) The College recognizes that the freedom to teach and learn depend upon the opportunities and conditions in the classroom, on the campus and in the larger community. This responsibility to secure and respect the best general conditions conducive to learning is shared by all members of the community. Personal and Academic Freedoms are meaningless unless a shared responsibility is also present.

A complete Cadet Manual will be made available to all individuals during the initial orientation program and all cadets must become familiar with this document.
THE INTERNATIONAL CERTIFICATE OF TRAINING

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

ACCREDITATION - ASSOCIATE IN APPLIED SCIENCE

The College for Officer Training is accredited by the New York State Board of Regents as a degree-granting institution and is authorized to confer the Associate in Applied Science (A.A.S.) degree. The Commissioner and Regents of the New York State Board of Regents can be contacted as the accrediting agency at:

Office of College and University Evaluation
Attention: Accreditation
State Education Department
89 Washington Avenue, 5 North Mezzanine
Albany, NY 12234
Ph (518) 474-1551
Fax (518) 486-2779

To receive this degree, cadets must meet all requirements as stipulated.
(see “Awarding of Degrees”, page 40)

COLLEGE CERTIFICATION

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

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

The Salvation Army College for Officer Training is an affiliate institution of the Association for Biblical Higher Education. As such, it participates and contributes to the collegial and professional development activities of the association. Affiliate status does not, however, constitute, imply or presume ABHE accredited status at present or in the future.

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

TRANSCRIPTS

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

Please be guided by the following regarding additional transcript requests:
• There is no fee for official or unofficial transcripts
• Unofficial transcripts can be faxed to a cadet, another college, university, school or outside party
• All other transcript requests will be processed through mail or can be picked up at the College.

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

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

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

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

In November of 2012, the New York State Board of Regents and the Secretary of State granted The Salvation Army’s petition to become “The Salvation Army College for Officer Training.”

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

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

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

Google Maps
ACADEMIC OVERSIGHT ADVISORY COUNCIL

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

- helping to interpret The Salvation Army, its officer training and its education programs to the communities of the USA Eastern Territory.
- interpreting, to those communities, the needs, attitudes, and opinions expressed by The Salvation Army’s Board of Trustees.
- monitoring and overseeing the curriculum and faculty appointments at the College for Officer Training.

The Board of Trustees, which is ultimately responsible for the College for Officer Training, has delegated authority to the Council to carry out the duties and responsibilities as noted above. The Council will discharge its responsibilities in ways that will maintain and strengthen the College for Officer Training educational programs, as prescribed in the approval received from the New York State Education Department. The Council will meet three times per year, and its minutes and recommendations will be received and approved by the Board of Trustees.

Colonel William A. Bamford, Chairman (M.S.)
USA East Chief Secretary

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

Miss Dee Collier (M.Ed.)
Newington, Connecticut

Captain Ismael Correa (B.S.)
Director of Field Training & Evangelism

Dr. Elio Cuccaro (Ph.D.)
Nyack, New York

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

Captain Cindy Lou Drummond (M.A., D.O.)
Assistant Training Principal for Administration

Major Dorine M. Foreman (M.S.W.)
Assistant Training Principal for Spiritual Formation

Major Ronald R. Foreman (M.S.W., E.J.D.)
Training Principal

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

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

Colonel Janice A. Howard (M.A.)
Assistant Chief Secretary

Colonel Steven M. Howard (M.B.A.)
Territorial Secretary for Personnel

Cadet Rebecca Smith
Cadet Representative

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

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

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

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

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

Dr. Bill Ury (Ph.D.)
Elizabeth City, North Carolina
CALENDAR OF EVENTS
(Subject to Change)

Fall Quarter
September 5 – November 24, 2014

August
25  Arrival of “Heralds of Grace”
26  Arrival of “Messengers of Light”
27-29 Registration, Orientation & Testing
31  United Sunday School/Family Worship

September
2-3  Orientation & Testing
4  Classes begin for all cadets
5  Welcome to Cadets - Centennial Memorial Temple
7  Salvation Army Day - Ocean Grove
14  Session Retreats

October
11-13  Long Free Weekend - Columbus Day

November
13-15  Missiology Lecture - Lt. Colonels David and Marsha-Jean Bowles
16  International Sunday Family Worship; International Festival
23  United Sunday School/Thanksgiving Family Worship
December

22 Christmas Recess - December 22 through January 4

Winter Quarter

January 5 - March 6, 2015

January

4 Spiritual Day

11 Family Worship Sunday

17-19 Long Free Weekend - Martin Luther King Day/Officers’ Retreat

25 Field Training Out Sunday

February

1 Field Training Out Sunday

6-8 Candidates Seminar

14-16 Long Free Weekend - Presidents’ Day

22 Field Training Out Sunday

27 Chandler Memorial Lectures - Dr. J. Anthony Lloyd

March

8 Field Training Out Sunday

15 Family Worship Sunday

16-22 Spring Campaign

29 Palm Sunday
Spring Quarter
March 25 - June 5, 2015

April

3  Good Friday Day of Reflection
5  Easter Sunday
11-13  Long Free Weekend
19  Field Training Out Sunday
24-26  Holiness Seminar - Major Beverly Ivany

May

3  Field Training Out Sunday
10  Mother’s Day/Summer Assignments
17  Field Training Out Sunday
24  Kensico Memorial Services
25  Memorial Day
31  Session Retreats

June

7  Covenant Sunday
12  Commencement
12-14  Commissioning Weekend
14  Ordination/Commissioning Sunday
ACADEMIC PROGRAM AND CLASSES

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

DAILY SCHEDULE

**Monday - Friday**

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<tr>
<th>From</th>
<th>To</th>
<th>Activity</th>
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<td>Break</td>
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<td>11:20</td>
<td>Third Class Period</td>
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<td>12:20</td>
<td>CFOT Community Worship or Spiritual Formation</td>
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<td>1:30</td>
<td>2:20</td>
<td>Salvationism/Session Meetings/Brigade Prep/Study</td>
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<tr>
<td>2:30</td>
<td>3:20</td>
<td>Music/TESOL/Brigade Prep/Study</td>
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<tr>
<td>3:30</td>
<td>4:20</td>
<td>Study/Health &amp; Wellness as scheduled</td>
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<tr>
<td>5:30</td>
<td>8:00</td>
<td>Campus Ministries, as scheduled</td>
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**Saturday**

Saturday is usually a Sabbath. However, there are select Saturdays throughout the year when cadets have scheduled activities.

**Sunday**

Sundays are scheduled as follows:

- Spiritual Days are days of worship under the leadership of the Territorial Commander, Chief Secretary, Training Principal, or an individual approved by the Territorial Commander.
- Field Training Sundays are days when cadets are conducting meetings at Salvation Army corps and institutions.
- Family Worship Sundays provide the opportunity for the entire CFOT community to gather for worship.
**AREAS OF INSTRUCTION**

**Code:**
Letters: area of study.  
First number: year of study (1xx, 2xx), or Independent Studies (3xx).  
Last two numbers: course of study.

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

**Theological Studies**
- TS101 Doctrine of The Salvation Army
- TS102 Doctrine of The Salvation Army
- TS103 Doctrine of The Salvation Army
- TS104 Salvation Army History
- TS201 Doctrine of The Salvation Army
- TS202 Church History
- TS204 Ethics
- TS300 Theology Elective
- TS310 Independent Studies in Theological Studies

**Administration Studies**
- AD101 Leadership Formation & Personal Development
- AD201 Principles of Finance
- AD202 Corps Financial Management
- AD203 Salvation Army Administration - Policies, Procedures & Practices
- AD204 Salvation Army Administration - Community Relations Development
- AD205 Salvation Army Administration - Human Resource Management
- AD300 Administration Elective
- AD310 Independent Studies in Administration
Mission and Ministries
ME101 Evanselism & Discipleship
ME102 Missiology
ME103 Public Communications
ME104 Music - Choral & Instrumental
ME105 Programming for Mission & Ministry - Youth
ME110 Homiletics - Expository Preaching
ME111 Worship
ME112 Homiletics - Topical/Genre
ME204 Music - Choral & Instrumental
ME205 Programming for Mission & Ministry - Adult
ME206 Community & Social Service Ministry Applications
ME207 Approaches to Social Problems
ME208 Approaches to Faith-Based Counseling
ME210 Homiletics - Narrative Preaching
ME211 Homiletics - Series Preaching
ME300 Mission & Ministry Elective
ME310 Independent Studies in Mission & Ministry

Music Instruction Options:
Brass (Band) Private Piano
Brass (Beginning) Private Voice
Drama Sacred Dance
Guitar Timbrels
Piano Lab

General Education
GE101/201 Health & Wellness
GE103 TESOL (Teaching English to Speakers of Other Languages)
GE104 TESOL
GE105 TESOL
GE110 Teaching & Learning
GE111 Introduction to Psychology
GE112 Topics in Psychology
GE203 TESOL
GE204 TESOL
GE205 TESOL
GE300 General Education Elective

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

## 2014-2015

### First Year

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<th>Quarter</th>
<th>Course Code</th>
<th>Course Title</th>
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<td>ME105</td>
<td>Programming for Mission &amp; Ministry - Youth</td>
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<tr>
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<tr>
<td></td>
<td>ME104</td>
<td>Music - Choral &amp; Instrumental</td>
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<tr>
<td></td>
<td>GE101</td>
<td>Health &amp; Wellness</td>
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<tr>
<td></td>
<td>SM105</td>
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**Total First Year:** 48.0
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<tr>
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<tr>
<td></td>
<td>BS201</td>
<td>Biblical Literature - New Testament I</td>
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<td>TS201</td>
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<tr>
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<td>ME210</td>
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<td>ME205</td>
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<tr>
<td></td>
<td>TS202</td>
<td>Church History</td>
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<td>ME206</td>
<td>Community &amp; Social Service Ministry Applications</td>
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<td><strong>Winter Quarter</strong></td>
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<td>AD203</td>
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<td>BS202</td>
<td>Biblical Literature - New Testament II</td>
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<tr>
<td>ME211</td>
<td>Homiletics - Series Preaching</td>
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<td>ME208</td>
<td>Approaches to Faith-Based Counseling</td>
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<tr>
<td>AD201</td>
<td>Principles of Finance</td>
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<td><strong>Spring Quarter</strong></td>
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<tr>
<td>BS203</td>
<td>Biblical Literature - New Testament III</td>
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</tr>
<tr>
<td>TS204</td>
<td>Ethics</td>
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<td>AD202</td>
<td>Corps Financial Management</td>
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<td>Salvation Army Administration - Human Resource Management</td>
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<td>AD204</td>
<td>Salvation Army Administration - Policies, Procedures &amp; Practices</td>
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<td>Approaches to Social Problems</td>
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<td><strong>TOTAL</strong></td>
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<tr>
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<td>Field Training - Christmas Assignment</td>
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<tr>
<td>SM204</td>
<td>Field Training - Spring Campaign</td>
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<tr>
<td>ME204</td>
<td>Music - Choral &amp; Instrumental</td>
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<td>GE201</td>
<td>Health &amp; Wellness</td>
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<td><strong>TOTAL CREDITS (two years)</strong></td>
<td></td>
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COURSE DESCRIPTIONS

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

**Biblical Studies Division**
Chair, Major A. Kenneth Wilson, M.A.

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

BS101 Biblical Interpretation
This course will equip students with a methodology for interpreting the Christian Scriptures. Practice of inductive Bible study will nurture a sound, historical-theological reading of the Word and a prayerful, informed movement from text to sermon. *Fall, 2 credits*

BS102 Biblical Literature—Old Testament I
This course will survey the Old Testament books of the Torah (Genesis, Exodus, Leviticus, Numbers and Deuteronomy) and pre-Kingdom Israel (Joshua, Judges, Ruth) emphasizing cultural-historical-literary-theological contexts and themes. *Fall, 3 credits*

BS103 Biblical Literature—Old Testament II
A focus on the monarchy and the Divided Kingdom will provide a coherent historic, prophetic and cultural perspective on the pre-exilic Hebrew nation through the study of selected books of the Nevi’im section of the Hebrew Tanakh. *Winter, 3 credits*

BS104 Biblical Literature—Old Testament III
Books of the Babylonian exile (Daniel, Ezekiel, Esther), the post-exilic period (Ezra, Nehemiah, Haggai, Zechariah and Malachi), and the remaining books of the Kethuvim section of the Hebrew Tanakh (Job, Psalms, Proverbs and Song of Songs) will help us identify and acknowledge a more coherent historic, prophetic and cultural perspective of the (post)-exilic Hebrew nation. *Spring, 3 credits*
BS201 Biblical Literature—New Testament I
A review of the intertestamental period and of world conditions at the time of Jesus' birth and throughout his ministry; an overview book study of the four Gospels; a study of the life and teachings of Christ from the Gospels, examining their bearing upon the present day. Fall, 3 credits

BS202 Biblical Literature—New Testament II
A study of the book of Acts with special attention to the origin and development of the early church; an overview of the life and teaching of Paul; an overview of Paul's letters to the Romans and the Corinthians. Winter, 3 credits

BS203 Biblical Literature—New Testament III
A survey of additional Epistles of Paul (Galatians through Philemon), the General Epistles, and the Revelation of John, with emphasis on their historical context, literary character and theological meaning. Spring, 3 credits

BS300 Elective

BS310 Independent Study in Biblical Studies
Theological Studies Division
Chair, Major Eva R. Geddes, D.Min.

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

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**TS101 Doctrine of The Salvation Army I**
This course serves as an introduction to Salvation Army doctrine. It centers on the first four doctrines (Authority of the Scriptures, the nature and attributes of God, the Trinity and Christology) while providing a general introduction to theological studies and praxis. *Fall, 2 credits*

**TS102 Doctrine of The Salvation Army II**
A study of Salvation Army doctrines five, six, seven and eight, this course explores the Fall and the effects of sin (Hamartiology), and the provision of atonement (Soteriology), salvation and assurance. *Winter, 2 credits*

**TS103 Doctrine of The Salvation Army III**
As a study of Salvation Army doctrines nine, ten and eleven, this course emphasizes growth in faith and practice, the promise and provision of sanctification, with a concentration on the praxis of a holy life, and eschatology. *Spring, 2 credits*

**TS104 Salvation Army History**
A survey of Salvation Army history, drawing out lessons for contemporary mission. *Winter, 2 credits*

**TS201 Doctrine of The Salvation Army IV**
A study of Salvation Army doctrinal distinctives relating to the sacraments, spiritual gifts, the ministry of women, world faiths and the study of the church (Ecclesiology). *Fall, 2 credits*

**TS202 Church History**
As a survey of the history of the Church from the apostolic period to the present, the emphasis will concern the development of Christian doctrine and practice and consequent contemporary implications. *Fall, 2 credits*
TS204 Ethics
An introduction to ethics, understood to be a systematic study of standards of morality, of right and wrong, justice and injustice, good and evil, with the objective of applying this study to our contemporary lives (similar to Hollinger's definition and goals in *Choosing the Good: Christian Ethics in a Complex World*). The applications will be made towards developing the minister’s and Christian individual's behavioral choices, as well as understanding The Salvation Army's Position Statements on ethical issues, today. *Spring, 2 credits*

TS300 Elective

TS310 Independent Study in Theological Studies
Administration Division
Chair, Major Wesley S. Geddes, M.P.A.

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

AD101 Leadership Formation & Personal Development
A foundational class with an emphasis on the spiritual nature of leadership and the fundamental principles essential for effective leadership. Course will include an overview of organizational and leadership theory, team building, effective goal setting, personal management, planning and organizing. Fall, 2 credits

AD201 Principles of Finance
An introduction to Salvation Army fiscal policies and procedures along with a review of basic financial functions required for corps financial management. Winter, 2 credits

AD202 Corps Financial Management
A study of principles of accounting and fiscal stewardship with emphasis on accountability for management of Salvation Army funds, financial reporting and budgeting. Includes an introduction to the Shelby computer accounting software. Spring, 2 credits

AD203 Salvation Army Administration - Policies, Procedures & Practices
This course will focus on the organizational structure and policies of The Salvation Army. Cadets will examine the Minute Book (policy manual), including issues related to risk management, property and legal matters. An overview of corps administration, including pastoral care and corps councils will be included. Important documents associated with weddings, funerals, dedications and other ceremonies conducted by officers will be reviewed. Spring, 2 credits

AD204 Salvation Army Administration - Community Relations Development
This course will provide an overview of the officer's relationship to advisory organizations, mass media and federated funds, and of his/her responsibility for community relations, fund-raising, emergency relief activities, and planning, preparing and developing a comprehensive Christmas Program. November Intensive, 2 credits
AD205 Salvation Army Administration - Human Resource Management
   This course will cover all aspects related to the recruitment, training and retention of employees, volunteers and local officers in the corps. *Spring, 2 credits*

AD300 Elective

AD310 Independent Study in Administration
Mission & Ministries Division
Chair, Major James Guest, M.A.

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

ME101 Evangelism & Discipleship
A study of the theology and practice of evangelism and discipling stressing principles and techniques of various evangelism, small group development and implementation strategies in corps settings. Fall, 2 credits

ME102 Missiology
This course will provide an introduction to the concept of mission Dei by exploring the biblical, historical and theological supporting evidence. Students will be introduced to the components of Missiology (God’s Word, ecclesia, personal spiritual journey, and global context) that will foster an integrated understanding of mission and its relationship to Christian ministry. Spring, 2 credits

ME103 Public Communications
This workshop, combining large class and small group format, provides opportunity for the cadets to practice public speaking and communication within a variety of applications: sermon delivery, public reading of scripture, effective introductions, transitions, etc. to connect with their congregations, service club presentations and other extemporaneous speaking situations. Spring, 2 credits

ME104/204 Music - Choral & Instrumental
Instruction in and performance of varied selections from the literature of Salvationist sacred choral and instrumental music. Fall, Winter & Spring, 1 credit/year

ME105 Programming for Mission & Ministry - Youth
A practical laboratory for ministry relating to youth programming. Winter, 2 credits

ME110 Homiletics - Expository Preaching
An introductory course to familiarize cadets with the essential elements of an effective expository sermon and to engage them in the recognition, construction and use of these elements. Winter, 2 credits

ME111 Worship
An introduction to the theology and design of corporate worship, with particular attention to simplicity, sensitivity, continuity, creativity, unity and diversity. An additional emphasis on the spiritual disciplines and personal spiritual formation will provide a personal worship perspective. November Intensive, 2 credits
ME112 Homiletics - Topical/Genre
This course consolidates the cadets’ understanding and use of the essential elements of an expository sermon and extends their abilities to the recognition, construction and use of topical sermons, within the context of biblical genre.  

Spring, 2 credits

ME205 Programming for Mission & Ministry - Adult
A practical laboratory for enhancing ministry skills in adult programming.
Fall, 2 credits

ME206 Community & Social Service Ministry Applications
As an introduction to the development and supervision of multiple applications and theories in social ministry as a part of the community social services network, this course explores programs employed in The Salvation Army and other non-profit social ministry.  There will be an emphasis on “integrated mission”.  

Fall, 2 credits

ME207 Approaches to Social Problems
Based on The Salvation Army’s integrated mission, the course also draws on related asset-based, participatory approaches. Cadets will develop skills in research for social action, community relationship strengthening, and strategic planning. They will apply these skills and what they have learned throughout training to deepen a corps’ response to a social concern.  

Spring, 2 credits.

ME208 Approaches to Faith-Based Counseling
Selected theories and approaches to the psychological counseling of individuals in a diverse and multicultural society will be presented. Special emphasis will then be drawn to modeling, applying and further instruction of selected pastoral counseling approaches to develop primary counseling skills in a variety of faith-based situations.  

Winter, 2 credits

ME210 Homiletics - Narrative Preaching
An introduction to the principles and practice of preaching in narrative form and in abbreviated form (homilies).  

Fall, 2 credits

ME211 Homiletics - Series Preaching
This course introduces the sermon series: the treatment of larger topics and extended passages/books that best lend themselves to multiple sermon presentations.  

Winter, 2 credits

ME300 Elective

ME310 Independent Study in Mission & Ministry
General Education Division
Chair, Dr. Dennis VanderWeele, Ph.D.

Purpose: The General Education Division courses are foundational and supportive to all learning, personal and interpersonal development and communication skills. Gaining knowledge, ability and practices in these courses furthers the development of interdisciplinary learning, understanding and abilities, sufficient to the performance of all classroom and field programs. Knowledge gained in these domains of learning aids other areas of study and enhances the fuller spiritual development and ministry of cadets, as future officers of The Salvation Army.

GE101/201 Health & Wellness
Designed to aid the cadet in developing a healthy lifestyle, structured fitness classes will help to establish a regular routine of wellness. In alternate years, a training seminar will be conducted for CPR, AED, and First Aid. It is the College’s hope that the cadet will individually benefit from focusing on their health, and that this focus will lead to more effective ministries. 1 credit/year

GE103 Teaching English to Speakers of Other Languages (TESOL)
Instruction and practice in oral and written English for students whose native language is other than English. Fall, Pass/Fail

GE104 Teaching English to Speakers of Other Languages (TESOL)
Instruction and practice in oral and written English for students whose native language is other than English. Winter, Pass/Fail

GE105 Teaching English to Speakers of Other Languages (TESOL)
Instruction and practice in oral and written English for students whose native language is other than English. Spring, Pass/Fail

GE110 Teaching & Learning
A study of the life-long process of human learning, the principles and practice of teaching in diverse ministry settings and the design of educational programs for corps-congregation and community. The course will examine works on the developmental maturation of learning and the different approaches to teaching, as well as different styles of learning. Applications of materials examined will focus on creative biblical teaching. Fall, 2 credits

GE111 Introduction to Psychology
A broad survey of the research, theories and applications from the study of human behavior to understanding, counseling, and serving people. This is intended for students as a first course in psychology. Spring, 2 credits
GE112  Topics in Psychology
A survey of theories and studies within the field of psychology in topics further applicable to understanding, counseling, and serving people with emphasis on those from differing cultural and social groups. This course is specifically intended for those students who have successfully mastered an introductory college course in psychology.  
Spring, 2 credits

GE203  Teaching English to Speakers of Other Languages (TESOL)
Instruction and practice in oral and written English for students whose native language is other than English.  Fall, Pass/Fail

GE204  Teaching English to Speakers of Other Languages (TESOL)
Instruction and practice in oral and written English for students whose native language is other than English.  Winter, Pass/Fail

GE205  Teaching English to Speakers of Other Languages (TESOL)
Instruction and practice in oral and written English for students whose native language is other than English.  Spring, Pass/Fail

GE300 Elective
Supervised Ministry Division
Chair, Captain Ismael Correa, B.S.

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

SM101 Field Training
Guided practice in field ministry, including partnering in efforts of worship and work with corps congregations, Adult Rehabilitation Centers and various other human service providers.
Fall, 1 credit

SM102 Field Training
Guided practice in field training, including partnering in efforts of worship and work in the corps during 20 days in order to learn by helping in the Christmas efforts of fundraising and the provision of holiday cheer and assistance to individuals and families at risk. Winter, 1 credit

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

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

SM105 Field Training - Summer Internship
Guided practice in field ministry, providing a summer of laboratory experiences in all aspects of officer ministry: corps-congregational and community, social and personal. Summer, 3 credits
SM201 Field Training
Guided practice in field ministry, including partnering in efforts of worship and work with corps-congregations, Adult Rehabilitation Centers and various other human service providers.  
*Fall, 1 credit*

SM202 Field Training - Christmas Assignment
Guided practice in field ministry, including partnering in efforts of worship and work with corps-congregations, Adult Rehabilitation Centers and various other human service providers, in Christmas efforts and appeals.  
*Winter, 1 credit*

SM203 Field Training
Guided practice in field ministry, including partnering in efforts of worship and work with corps-congregations, Adult Rehabilitation Centers and various other human service providers.  
*Winter, 1 credit*

SM204 Field Training - Spring Campaign
Guided practice in field ministry in the context of a brigade. Cadets will engage in a week of revival meetings at a corps, ARC or Kroc Center throughout the USA Eastern Territory. Platform ministry skills, pastoral care, evangelism and community outreach abilities are developed in the context of teamwork.  
*Spring, 1 credit*

SM205 Field Training
Guided practice in field ministry, including partnering in efforts of worship and work with corps-congregations, Adult Rehabilitation Centers and various other human service providers.  
*Spring, 1 credit*

SM310 Independent Study in Supervised Ministry
Academic Policies
ACADEMIC INFORMATION

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

Monthly Schedule
The monthly schedule provides a listing of the daily classes and activities of the college and is posted on the Education bulletin board. An electronic copy is available on the Share drive. Any schedule changes are made by the Education Office and the updated version will be posted on the Education bulletin board. Cadets are to acquaint themselves with these schedules and be alert for any posted changes.

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

Classroom Behavior
Respect for the classroom and the quiet study space of the library informs the use of all electronic devices in these locations. Use of computers during classes shall be at the discretion of the instructor, and must be utilized only for that class-associated activity. In both locations, cell phones are to be turned off. Food is not allowed in the classrooms; only liquids in closed, covered containers are allowed. At the discretion of the instructor on special occasions, an exception may be made to this rule.

Laptop Computers
Computer skills are increasingly important. Most cadet course work will have to be prepared on a computer. The Information Technology (IT) Department will issue to each cadet a laptop that is connected to the Salvation Army network, and various computer training sessions will be offered. Careful compliance with the INFORMATION SERVICES section of the Cadet Manual is essential to guard the integrity of the network and to ensure access to and benefit from needed software and web-based resources for all in the community.

Grades and Grade Points
Grades are a measure for the cadet to monitor his/her own progress towards excellence in many aspects of the training program. At Commencement, cadets achieving an accumulated grade point average (GPA) of 3.71-3.80 graduate with the distinction Cum Laude, cadets achieving a grade point average of 3.81 – 3.90 graduate with the distinction Magna Cum Laude, and cadets achieving a grade point average of 3.91 and above graduate with the distinction Summa Cum Laude. The cadet with the second highest accumulated grade point average is designated Salutatorian, and the cadet with the highest accumulated grade point average is designated Valedictorian.
Final grades are due from instructors one week following the final exam or class meeting. The academic standing of each cadet will be recorded for transcript purposes at the end of each quarter at which time the cadet will be informed of his/her grades. The grading system follows:

<table>
<thead>
<tr>
<th>Numerical Grade (%)</th>
<th>Letter Grade Equivalent</th>
<th>GPA Points</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>95-100</td>
<td>A</td>
<td>4.0</td>
<td>Excellent work in all respects;</td>
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<tr>
<td>90-94</td>
<td>A-</td>
<td>3.7</td>
<td>Cadet’s performance very good in all respects</td>
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<tr>
<td>87-89</td>
<td>B+</td>
<td>3.3</td>
<td>Good, strong, reliable work in all aspects</td>
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<tr>
<td>83-86</td>
<td>B</td>
<td>3.0</td>
<td>Above average, stable work but not the strongest</td>
</tr>
<tr>
<td>80-82</td>
<td>B-</td>
<td>2.7</td>
<td></td>
</tr>
<tr>
<td>77-79</td>
<td>C+</td>
<td>2.3</td>
<td>Satisfactory work, accomplishment of all learning</td>
</tr>
<tr>
<td>73-76</td>
<td>C</td>
<td>2.0</td>
<td>objectives and competencies in the course</td>
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<tr>
<td>70-72</td>
<td>C-</td>
<td>1.7</td>
<td></td>
</tr>
<tr>
<td>67-69</td>
<td>D+</td>
<td>1.3</td>
<td>Marginal work, lacking in some areas, but</td>
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<tr>
<td>63-66</td>
<td>D</td>
<td>1.0</td>
<td>meets minimum requirements in all areas of</td>
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<tr>
<td>60-62</td>
<td>D-</td>
<td>0.7</td>
<td>the course</td>
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<tr>
<td>0-59</td>
<td>F</td>
<td>0.0</td>
<td>Does not meet minimum requirements for course</td>
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Grades not entered into GPA calculation:
P Pass
A pass grade indicates an achievement of C level or above and can be given for designated courses. Achievement below C level results in a failure (F).

I Incomplete (unforeseen)
If cadets encounter an extreme, sudden situation beyond their control during an academic term that renders them unable to complete their course assignments in the allotted time before final grade submission, they may be considered for an “Incomplete.” This may occur in coordination with the Personnel Department and each case will be considered on an individual basis. The process is as follows:

- Education Officer informs instructor and cadet.
- Cadet meets with the Education Officer to review plan to determine if a mark of “I” (Incomplete) is warranted.
- Instructor and cadet meet to consult and agree on work and date of completion. This may include the cadet viewing class tapes and completing an assignment.
- Education Officer will present case to the Academic Review Board (ARB) for review.
- Once approved, the “I” (Incomplete) will appear on the transcript and will remain on the transcript along with the final course grade.
- The completed work must be submitted to the instructor by noon of the Friday of the fourth week of the following academic quarter or, in the case of spring quarter, by September 1.
I  **Incomplete (planned)**

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

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

**Viewing of Classes**

When a cadet has been granted an “Unforeseen” or “Planned” excused absence, it may be necessary for the cadet to view the missed classes either through live streaming or recording. The cadet will need to submit the verifying journal within one week of watching the live stream and/or receiving the tapes. The report will be submitted to the Education Officer in accordance with the catalog policy of submitting written assignments.

**Failed Assignments**

In exceptional cases a cadet may request to redo an assignment, test, sermon or other coursework caused by an unforeseeable event or absence for which they received a failing grade. The instructor, in conjunction with the Education Officer, will review the request and confirm approval. However, late assignments which have been graded “F, 0 points” are not defined as “exceptional cases.”

**Remediating a Grade of “F” or Raising a GPA Below 2.0**

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

- Cadet (or Lieutenant for post-Commissioning remediation) submits a request for remediation to the Education Office.
- Education Officer, in consultation with the instructor(s), assesses if course(s) can be remediated through supplemental work or if the course(s) must be repeated. Supplemental work may be appropriate if either the failure was associated predominantly with a particular course assignment or if a single assignment can be designed to assess mastery of more widespread course shortcomings. Otherwise, the course should be repeated.

For supplemental work:
- The instructor develops the specific assignment(s) and sets a tentative due date in consultation with the Education Officer.
The Education Officer presents the proposal for supplemental work to the ARB for approval. The ARB will seek to maintain reasonable consistency in the level of rigor and the volume of work expected for remediation.

If the proposal is approved, the cadet submits the supplemental assignment(s), according to the established due date, to the instructor who will grade the work. Standard late penalties will apply as needed. The grade for the supplemental work is averaged with the grade for the original assignment that caused the failure (or that proportion of the course being remediated). That average grade is then entered in the original course grade sheet, according to its intended weight in the course, to determine the new course grade. The instructor submits the new grade to the Education Officer.

Both the original grade and that achieved after completing the supplemental work will appear on the transcript. Only the latter grade will be calculated into the overall GPA.

For repeat of courses:

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

Make-up Examinations

All examinations are to be taken at the times designated in the course syllabi. If an examination is missed due to an excused absence, the cadet must make alternative, satisfactory scheduling arrangements with the Academic Records Manager. The make-up examination should be scheduled to be taken at the first available time on the first day the cadet returns to classes. Failure to take a test within three days will result in a grade of “F” for that exam. All instructors must inform the Education Officer when a cadet misses any examination. Each situation will be reviewed by the Education Officer and instructor on a case by case basis. When the cadet misses a test because of an excused absence they can also schedule the makeup test with the instructor, as well as the Education Officer.

Late Assignments

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

Absence from class, excused or unexcused, is not an acceptable excuse for turning in an assignment late. If a cadet is absent, and the assignment is not in a format that can be submitted by Turnitin, they are to e-mail it to the instructor or arrange for another cadet to hand deliver it by the assigned time. Late assignments are considered a serious failure to meet course requirements. Grades for late assignments will be reduced 5 percent for each day late, including weekends and holidays. After one week late, the assignment will receive a grade of “F, 0 points” and is not eligible for additional work. Repeated lateness of assignments will be addressed by the Education Officer, and ARB and the Personnel Department may be notified.

Reading and Written Assignments

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

<table>
<thead>
<tr>
<th>Course Credit</th>
<th>Reading Assignments</th>
<th>Writing Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-credit</td>
<td>up to 250 pages</td>
<td>up to six typed pages</td>
</tr>
<tr>
<td>Two-credit</td>
<td>up to 350 pages</td>
<td>up to eight typed pages</td>
</tr>
<tr>
<td>Three-credit</td>
<td>up to 450 pages</td>
<td>up to ten typed pages</td>
</tr>
</tbody>
</table>

**Transfer of Learning & Independent Study**

After the Fall term of the first year, except in exceptional circumstances, any cadet who has documented course work on a college transcript for a particular course, may request an alternative course of study to be considered as an Independent Study. The request for Independent Study must indicate that the prior equivalent coursework received a grade of “B-” or better and the cadet must have a current minimum CFOT grade point average of 3.0 or higher (or near-certain probability of having that GPA by the time the academic term begins). All requests for Independent Study must be submitted to the Education Officer for approval prior to the first day of classes for the academic term in which it is to take place.

Independent studies are requested by the cadet in consultation with the Education Officer. The cadet secures the application to undertake the coursework and submits the completed application to the Education Officer for review and approval by the ARB. The cadet may petition that the Independent Study be designed to undertake additional coursework in the same area or discipline of study as the course to be substituted for, or another area where they are more inclined, talented naturally, by earlier education or motivationally or, on the other hand, where the cadet feels the need of stronger preparation. Notification of approval or disapproval should be completed within one week of receipt of the completed form and the cadet and instructor informed. If approved, completed work under an Independent Study contract will be graded by the supervising instructor, according to the schedule of any other course in the term, and a grade forwarded to the Education Officer.

**Additional Enrollment**

Enrollment in other academic programs (residential or distance) while a cadet at the CFOT is not an option, unless it is determined that such study would enhance the cadet’s further formation in light of his/her need or prior experience. Specific proposals for an additional enrollment arrangement should be presented to the Education Officer and the ARB.

**Academic Warning**

Cadets whose accumulated grade point average or quarterly average falls below 2.0/C or who receive the grade of “F” in any course will be given an academic warning. Their progress will be closely monitored by the Education Officer and the course instructors. The designation may be lifted upon completion of the following quarter's course work with an accumulated grade point average of 2.0/C or above. A second instance of being placed on academic warning may result in academic probation.
Academic Probation
Cadets whose accumulated grade point average or quarterly average falls below 1.7/C- or who experience two or more grades of “F” during training, will be placed on academic probation for the next quarter. The cadet's progress will be monitored very closely by the Education Officer and the course instructors. Cadets placed on Academic Warning or Academic Probation may be required to attend tutor-assisted study, or other proactive, remedial learning situations to improve academic progress, during designated study times on the academic calendar. These academic designations may be lifted upon completion of any following quarter when overall course work reaches an accumulated grade point average of 2.0/C or above. If there is no improvement or if additional failures occur, the cadet may be required to meet with the ARB. The status of his/her cadetship will be closely reviewed at that time. Recommendation for termination will be made if there are consistent failures.

Awarding of Degrees
Degrees will be awarded to cadets in good standing who have completed the specified 94 units of credit and meet the following criteria:
1. Maintain an overall accumulated grade point average of 2.0/C or higher;
2. Achieve a course grade point average of 2.0/C or higher, separately, in each of the areas of Biblical Studies, Theological Studies, Homiletics, and Field Training;
3. Have no failing grades over the entire curriculum (or have successfully completed the required supplemental work for failing grades before Commencement).

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

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

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

Attendance Procedures
The Education Officer will forward class rosters to all instructors prior to the beginning of classes. The instructor is responsible to keep a record of attendance for each class. If any cadet(s) is absent or late, the instructor should submit a class attendance form (available in classrooms and the Education Office) to the Academic Records Manager and attendance summaries will be provided to the instructor at the end of the term.

Attendance and tardiness policies should be dealt with clearly by each instructor in each course syllabus. Prompt attendance and participation in classes, however, is universally expected; failure in this area can hinder the fullest development of discussion and learning for all in the classroom (scripturally, “to each is given the manifestation of the Spirit for the common good,” 1st Corinthians 12:7). Therefore,
instructors will reflect penalties for unexcused absence and tardiness, on the student, based on the statement of standards in the Faculty and Cadet Handbooks. Currently, this policy is a reduction of 5 percent of the total course grade for each unexcused absence, in determination of the final course grade, and 1 percent for every three incidents of unexcused tardiness. When absences or lateness are excused, cadets are responsible to obtain all information (audio or video taping may be pre-arranged for this purpose) and to make up any in-class assignments missed. If work is completed in a timely manner following the excused absence or lateness, no points should be deducted from the grade for the assignment.

Class time and scheduled study hours are NOT to be used for medical, personal or family appointments.

While attendance in most courses will affect most heavily the individual cadet student, in classes which must rely on group activity, learning and performance or where practical and applied ministry is to be learned and demonstrated, absence is much more crucial and cannot be tolerated. Music, Health & Wellness, and Field Training courses must expect and may exact higher standards and penalties for any absence or tardiness.

All classroom expectations for behavior of cadets are best explained and discussed at the beginning of the term. Instructors should let cadets know their professional and personal, preferred standards for web use, proper citations, late entry to classes and whether laptop computers may be used, in class and in examinations. Classroom routine should also be examined at this time, as well. It is expected, consistent with our mission, that class periods will open with a prayer. This may be preceded by a devotional thought and/or singing of a song or chorus. Class periods will vary in length but instructors should plan lessons to use the time fully and to dismiss the class promptly.

Absence from class, excused or unexcused, is NOT an acceptable excuse for turning in an assignment late, and points will be deducted. See Late assignments.

Absences fall into two distinct classifications: excused and unexcused.

**Excused Absences**
Within a community of learning, it is anticipated that from time to time individuals may need to be absent from class. These are approved by the Personnel Department and may fall into a number of categories: medical, cadet child’s medical, assigned duties away from the campus, hospitalization or other absences deemed appropriate by the Director of Personnel. The Personnel Department will make available to all faculty a daily listing of all excused absences. **Excused absences are not penalized in any manner nor calculated in the final grade; however, it is the responsibility of the cadet to submit all course work on time per syllabus requirements.** A cadet should report to the Course Instructor and/or the Education Officer on the day they return to class to schedule a time for the make-up of work, and always within three days of their return excluding holidays and weekends. It is not an acceptable practice to be absent from a class in order to complete a written assignment or to fail to turn one in due to absence.

In the case of excessive absences from classes, 20% or more, the individual circumstances will come for review by the ARB with possible referral to the Personnel Department and the Cadet Review Board. Potential consequences may include the denial of the Associate’s degree and, possibly, the International Training Certificate.
Cadets will be allowed, with the Training Principal’s permission, excused absences without penalty, as follows:

- Maximum of five calendar days for the bereavement of parents, grandparents, husband/wife, children, brother/sister.
- Maximum of three calendar days for the bereavement of father/mother-in-law, brother/sister-in-law, aunt/uncle.
- Emergency hospitalization as per doctor’s recommendation.

**Unexcused Absences**
Absences which have not been excused by Personnel will be considered UNEXCUSED and subject to penalty for that course. Each infraction for an unexcused absence will be assessed a 5% deduction in the overall grade. Tests, quizzes and other work not completed due to an unexcused absence will not be eligible for make-up.

Field Training events missed through UNEXCUSED absences may not be made up, and the zero grade will be calculated into the final grade.

Course instructors are required to properly record and report all student absences and tardiness in a timely fashion to the Education Officer, allowing for uniformity and consistency in grading.

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

“Plagiarism” (from a Latin word for “kidnapper”) is the presentation of someone else’s work as your own. Whether deliberate or accidental, plagiarism is a serious offense. It breaks trust, and it undermines or even destroys your credibility” (Aaron, 2011, p. 150). Plagiarism is dishonest and displays a lack of gratitude for the wider community of learning into which the cadet enters in study. **Proper citation of sources prevents plagiarism.** See “Respect and Retrievability in Research” following. Turnitin is an online resource that can help cadets identify and avoid plagiarism. See “Turnitin” following.

**Instances** of academic dishonesty should be handled by the instructor in each course by means specified in the syllabus. If an instructor suspects that a cadet has cheated or plagiarized on a test or written paper assignment, the instructor should investigate the matter thoroughly and establish strong evidence before confronting anyone. The instructor should then bring that evidence to the Education Officer, rather than simply consult with or confront the cadet based on “suspicions.” If, after consultation with the cadet and the Education Officer, the instructor continues to feel that cheating or plagiarism has taken place, it may be referred to the Director of Curriculum for follow-up. Generally, however, written work handed in without proper citation of sources and recognition of quotes, or prepared by someone else, should receive the grade of “F or 0 credit” and may result in a failing grade for the entire course, if on a substantial assignment. In the event of repeated dishonesty or disregard of these academic policies, minor problems can become a significant concern and must be referred to the Academic Review Board (ARB) for further action.

Significant and admitted cheating or academic dishonesty, established beyond a reasonable doubt by the responsible teaching parties (cadet, instructor, Education Officer, and Director of Curriculum) should further be reported by letter to the Director of Personnel and the Training Principal. The letter is then placed in the cadet’s file. The cadet should then receive an “F or 0 credit” for that portion of the course. As an alternative for the no credit, on a first offense only, the cadet may be given grace, as a means of
teaching proper formal educational requirements and behavior, and be allowed a make-up assignment for the work. The grade of any make-up assignment must be averaged with the zero credit resulting from the initial significant academic dishonesty.

A second instance of significant and reported cheating – whether or not it is in the same course, another course, or later in the academic career of the cadet or admitted to by the cadet – will be referred to the ARB as a case of severe deficiency in character and integrity. The course under review during the second incident receives an “F grade or 0 credit.” There is no option of doing additional, supplemental work to compensate for the failure; the course must be repeated if the cadet is allowed to stay at the College. The instance will also be reported to the Director of Personnel and the Training Principal for possible further penalty, up to and including recommendation to the Territorial Commander for dismissal from the College.

**Respect and Retrievability in Research**

Cadets are expected to produce written papers that meet a certain minimum academic standard. More importantly, they should be developing sound habits of lifelong learning and professional communication and should be practicing the highest integrity in all their work.

This includes demonstrating that appropriate resources have been used in research, and that these resources are properly identified and incorporated into the paper. This is called citing sources. Citing sources is necessary both to show respect to the source by giving it credit, and to make it possible to go back to the exact source of any information used. It is a common mistake to think that only quoted material needs to be cited. Information that has been paraphrased also needs to be cited. Failure to properly cite sources, whether deliberately or accidentally, is called plagiarism.

Examples of citations of quoted and paraphrased material.

“Deliberate plagiarism...[includes] summarizing or paraphrasing someone else’s ideas without acknowledging your debt in a source citation” (Aaron, 2011, p. 150).

When you put information in your own words, cite the source of that information.

Failure to do so is plagiarism (Aaron, 2011, p. 150).

**Reference**


Each discipline has its own way of citing sources. The style the CFOT uses, as in the example above, is the APA style, detailed in *The Little, Brown essential handbook* listed above. Each cadet receives this resource at the beginning of training. There are also links to online tutorials and style guides on the Brengle Library Web page, and guides posted on the Share drive in the Library Public Access folder.

**Research** starts with the big picture from reference works such as handbooks and encyclopedias, then fills in details from books, and finally adds the latest information from journals and databases. Depending on the subject matter, one may need to gather data directly, e.g. through interviews.

Be sparing and very cautious in the use of the Web. Unless the instructor or the librarian has recommended a site, it must be evaluated for IQ (full Identification, and relevant Qualifications). Start with the resources on the course syllabus or library pathfinder. **This is an opportunity for cadets to develop or strengthen research skills needed for ministry as well as continued studies.** For details on research and citation see the librarians.
If a variety of good resources are used, and cited properly, a cadet will not only have a paper that is sound academically and that can be useful later, but will not have to worry about the appearance of plagiarism.

**Copyright and Licensing**
Copyright is something else to think about whenever using someone else’s work.

We are responsible to comply with copyright laws every time we copy, display, or perform someone else’s work, even if there is no copyright notice or author's name on it, or it has been posted on YouTube. This includes printing information from the Web, and adding recorded music to a presentation. Please refer to the COPYRIGHT AND LICENSING section of the *Cadet Manual* for more information.

It is the policy of the CFOT to comply with copyright law.

**Turnitin**
Turnitin is an educational resource on the Web, [http://www.turnitin.com](http://www.turnitin.com). Cadets submit all written assignments into their class portfolio on Turnitin. Turnitin’s key feature is the *Originality Report*, which displays matches found between the submitted assignment and other papers in Turnitin’s database.

Matches mean nothing in themselves. For example, a good research paper should have a high percentage of matches because it should reflect a good amount of information from other sources, all properly cited. See “Respect and Retrievability in Research.”

Turnitin also has a *Grammar Check* feature that the instructor may use. Cadets are encouraged to submit drafts of their papers before the due date, so they can take advantage of Turnitin’s feedback to improve their papers.

Using Turnitin also avoids the difficulty of trying to get printed copies before class starts, and identifies the exact time an assignment was submitted.

If there are any questions about using sources or Turnitin, contact the Library Director, who is the Turnitin Administrator, immediately. Otherwise, difficulty with Turnitin will not be accepted as an excuse for an assignment being late.

**Language Learning**
To facilitate mutual understanding, the *Rosetta Stone* language learning program is available in both Spanish and English. Any cadet who is interested should contact the Library Director.

**Teaching English to Speakers of Other Languages (TESOL)**
The CFOT curriculum is designed to cultivate spiritual leadership for a multicultural world. The capacity for a bilingual/multilingual ministry is vital to reach the ever-increasing population of immigrant communities. Those cadets for whom English is not their primary language are required to study English through TESOL until they achieve a score of 40 on the Second Language English Proficiency (SLEP) test. TESOL is supervised by the Learning Consultant.

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

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

The particulars of the TIS program are as follows:

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

Families in Training
Acknowledging that couples need to develop complementary skills in team ministry and that children need to be integrated into the CFOT experience, many opportunities are provided to discover, affirm, own, and exercise appreciation for cultural differences, individual personalities and spiritual gifts within the family and community contexts. Families may enjoy normal family life through shared mealtimes, devotional practices, worship experiences and the nurture of Christian values in daily life, whether in the home, in the child care center, at school or within the general CFOT environment.

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

Academic Freedom and Responsibility
The CFOT seeks the union of sound learning and vital faith in a community of responsible freedom. We all mutually bear responsibility to affirm and incarnate The Salvation Army, the doctrines and principles of its historic mission, and the Christian ethic of holy love. All in this community are expected to serve in harmony with this tradition.
The curriculum allows freedom to draw from the Scriptures, insights, interpretations and applications of truth. Cadets are exposed to multiple perspectives and are taught tolerance and appreciation for views which differ from their own. Open dialogue is encouraged in classes and brigades as an essential agency for meaningful learning. We are a community of lifelong learners, called into pilgrimage and energized by a common truth and vision.

**The Brengle Library**
The Brengle Library seeks to nurture the union of sound learning and vital Christianity, as part of the total formation process of the CFOT.

The library aims to provide access to key works relating to the disciplines of Salvation Army ministry, first for those in the training program, and also for other Salvationists and researchers. The scope of the collection, which emphasizes Bible, practical theology and The Salvation Army, reflects both the range of ministry and the various learning needs of the library’s users. While the heart of the collection is evangelical, it seeks to represent the best of a variety of perspectives. The 25,700 unique titles include 1,790 in Spanish and 260 in Korean, as well as media and microfilm. The classification system is Library of Congress. The library catalog, six databases including ATLAS and LexisNexis, a journal portal that incorporates the 200 print subscriptions, tutorials, and full text of Salvation Army titles, are among the resources available through the Brengle Library Web page. Useful information is also posted on the Share drive in the Library Public Access folder.

The library has group and quiet study rooms, wired and wireless computer access, coffee (in closed mugs), puzzles for unwinding, used book sales, and much more. For more information, please refer to the Cadet Manual or the Library’s Web page at http://cfotuseast.salvationarmy.org/ny/library.

The three daytime librarians, and the four cadets on evening duty during the school year, look forward to helping cadets with research and learning.

**Hours when classes are scheduled:**
Monday-Thursday 8:15-5:00 and 6:00-10:00, Friday-Saturday 8:30-4:00

**When there are no classes:**
Monday-Friday 8:30-4:00
The library is closed on Sundays and holidays

**Use of Library Resources**
An important part of the training process is gaining greater familiarity with the variety of resources available to support both personal development and our Salvation mission, not only during cadetship but also in officership. Therefore, cadets are required to demonstrate use of Brengle Library resources in completion of their assignments.

**Support for Academic Success**
The library staff are available to help with completion of assignments and also for tutoring in how to use and cite resources, and write a paper. *Academic skills workshops* may be presented during study time on topics such as study reading and note taking, identifying the main point of a passage and test taking. *Assistive technology* may be recommended for cadets who need it. The *Learning Consultant* can help with both general tutoring and specific challenges.
College for Officer Training
Staff & Faculty
### Administration

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Ronald R. Foreman</td>
<td>Training Principal</td>
</tr>
<tr>
<td>Major Dorine M. Foreman</td>
<td>Assistant Training Principal for Spiritual Formation</td>
</tr>
<tr>
<td>Captain Cindy Lou Drummond</td>
<td>Assistant Training Principal for Administration</td>
</tr>
<tr>
<td>Dr. Dennis VanderWeele</td>
<td>Coordinator of Institutional Research, Accreditation Liaison</td>
</tr>
<tr>
<td>Mr. Daniel Machado</td>
<td>Director of Information Tech. &amp; Communications</td>
</tr>
<tr>
<td>Mr. John Opina</td>
<td>Music Education Specialist</td>
</tr>
<tr>
<td>Mrs. Kathryn Opina</td>
<td>Worship Arts Specialist</td>
</tr>
</tbody>
</table>

### Personnel Department

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Major Jongwoo Kim</td>
<td>Director of Personnel</td>
</tr>
<tr>
<td>Major Sherry B. Pelletier</td>
<td>Associate Director of Personnel</td>
</tr>
<tr>
<td>Major E. Lewanne Dudley</td>
<td>Assistant Director of Personnel</td>
</tr>
<tr>
<td>Major Veronica Pettiford</td>
<td>Personnel Officer</td>
</tr>
<tr>
<td>Captain Edwin Velez</td>
<td>Personnel Officer</td>
</tr>
<tr>
<td>Captain Martha Jenson</td>
<td>Health Center Director</td>
</tr>
<tr>
<td>Major Cheryl Sparks-Watson</td>
<td>Health Officer</td>
</tr>
<tr>
<td>Captain Heather Odom</td>
<td>Family Ministries Coordinator</td>
</tr>
<tr>
<td>Captain Sun Kyung Simpson</td>
<td>Assistant Family Ministries Coordinator</td>
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### Curriculum Department

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<td>Director of Curriculum</td>
</tr>
<tr>
<td>Major James Guest</td>
<td>Education Officer</td>
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<tr>
<td>Major A. Kenneth Wilson</td>
<td>Senior Instructor</td>
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Major Lois Guest  Learning Consultant
Major Marta Dearin  Curriculum Officer/Immigration Specialist
Captain Iris Torres  Spanish Studies Coordinator
Captain Luis Merced  Curriculum Officer
Captain Joshua Simpson  Curriculum Officer
Mrs. Victoria DeSantis  Academic Records Manager
Mrs. Solimar Machado  Spanish Translator
Dr. D.J. McBride  Coordinator of Distance Education
Mrs. Emily Nevill  Library Assistant
Ms. Stephanie Poegel  Assistant Librarian
Ms. Robin Rader  Library Director

Field Training and Evangelism Department

Captain Ismael Correa  Director of Field Training & Evangelism
Major Silvia Machado  Associate Director of Field Training & Evangelism
Captain Elizabeth Merced  Field Training Officer

Business Department

Major Wesley S. Geddes  Director of Business
Mrs. Robin Fraser  Assistant Director of Business
Major Charlotte Wilson  Senior Home Officer
Major Carmen A. Campbell  Home Officer
Captain Santa Correa  Home Officer
Major Paul R. Pelletier  Transportation & Business Officer
Major Misook Kim  Campus Services Coordinator
Faculty
Captain Ismael Correa (B.S.)
   Dr. Elio Cuccaro (Ph.D.)
Captain Cindy Lou Drummond (D.O.)
   Major E. Lewanne Dudley (M.S.)
   Major Susan Ferreira (M.S.M.)
   Major Dorine M. Foreman (M.S.W.)
   Major Ronald R. Foreman (E.J.D.)
   Mrs. Robin Fraser (B.S.)
   Major Eva R. Geddes (D.Min.)
   Major Wesley S. Geddes (M.P.A.)
   Major James Guest (M.A.)
   Major Lois Guest (M.A.)
   Captain Martha Jenson (M.D.)
   Major Jongwoo Kim (M.Div.)
   Dr. D.J. McBride (Ph.D.)
   Captain Luis Merced (M.A.)
   Captain Heather Odom (M.S.W.)
   Major Paul Pelletier (M.A.)
   Major Veronica Pettiford (M.P.S.)
   Ms. Robin Rader (M.L.S.)
   Captain Joshua Simpson (M.A.)
   Major Cheryl Sparks-Watson (B.A.)
   Captain Iris Torres (B.A.)
   Dr. Dennis VanderWeele (Ph.D.)
   Major A. Kenneth Wilson (M.A.)
   Major Charlotte Wilson (M.A.)

Associate Faculty
   Major Misook Kim (B.A.)
   Mrs. Chari Knight-Nagel (B.S.)
   Mr. John Opina (B.S.)
   Mrs. Kathryn Opina (B.A.)
   Captain Sun Kyung Simpson (B.A.)

Resource Personnel
   Major Carmen Campbell
   Captain Santa Correa
   Major Marta Dearin
   Major Silvia Machado
   Mrs. Solimar Machado (B.A.)
   Captain Elizabeth Merced (A.O.S.)
   Mrs. Emily Nevill (M.L.S.)
   Major Sherry B. Pelletier
   Ms. Stephanie Poegel (M.L.S.)
   Captain Edwin Velez (A.O.S.)
Faculty Directory

Ismael Correa, Captain, Director of Field Training. Commissioned, 2000. B.S. (Organizational Management), The King’s College. Faculty, 2002-Current.

Elio Cuccaro, Professor of Theology, Nyack College. B.S., Cornell University; M.Div., S.T.M., Biblical School of Theology; M.Phil., Ph.D., Drew University. Faculty, 1990-Current.

Cindy Lou Drummond, Captain, Assistant Training Principal for Administration. Commissioned, 2005. B.A. (Biology), Asbury University; M.A. (Global Leadership), Fuller Theological Seminary; D.O., Philadelphia College of Medicine. Faculty, 2010-Current.


Susan Ferreira, Major, Assistant Financial Secretary, Southern New England Division. Commissioned, 1981. A.B.S. (Business Management Technology), Kent State University; B.S (Business Administration), Caldwell College; M.S.M. (Nonprofit Leadership), New England College. Faculty, 2006-Current.


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


Wesley S. Geddes, Major, Director of Business. Commissioned, 1980. A.A. (Liberal Studies), Wesley College; B.S. (Organizational Management), Nyack College; M.P.A. (Non-Profit Administration & Leadership), Long Island University. Faculty, 2011-Current.


Martha Jenson, Captain, Health Center Director. Commissioned, 2005. B.S. (Biology), Michigan State University; M.D., Michigan State University. Faculty, 2010-Current.


Misook Kim, Major, Campus Services Coordinator. Commissioned, 1995. B.A. (Social Studies Education), Sungshin Women’s University. Faculty, 2011-Current.

Chari Knight-Nagel, Fitness Coordinator, Website Coordinator. B.S. (Exercise Sports Science), Oregon State University. Faculty, 2007-Current.

D.J. McBride, Coordinator of Distance Education. B.S. (Education), Kent State University; M.B.A. (Information Systems), Auburn University; M.Div. Alliance Theological Seminary; Ph.D. (Business Administration), University of Minnesota. Faculty, 1998-2001; 2003-Current.


John Opina, Music Education Specialist. B.S. (Music Education), Asbury University. Faculty, 2013-Current.

Kathryn Opina, Worship Arts Specialist. B.A. (Music Composition), Asbury University. Faculty, 2013-Current.


Robin Rader, Library Director. B.A. (Biology), Asbury College; M.L.S., St. John’s University. Faculty, 1997-Current.

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


Dennis VanderWeele, Coordinator of Institutional Research & Curriculum. B.S. (Psychology and Zoology), Western Michigan University, M.A. (Psychology), Western Michigan University; Ph.D. (Psychology), University of Maine; Post-doctoral Certificate (Biological Sciences in Mental Health), Brain Research Institute, University of California at Los Angeles. Faculty 2007-Current.


Distance Education
PROGRAM DESCRIPTION

The Distance Education Program is the territory's non-residential officer training program which seeks to supplement the academic, ministry and life experience of the participants with theoretical and practical requirements closely aligned to the major areas of study that make up the residential training curriculum at the College for Officer Training. Cadets who, by appointment to the field or due to unusual personal circumstances, are unable to complete the two-year residential program participate in the Distance Education program to complete their training.

DISTANCE EDUCATION CALENDAR 2014 - 2015

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<td>September 5, 2014</td>
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<td>April 2, 2015</td>
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DISTANCE EDUCATION COURSES FOR 2014 - 2015

**Fall 2014**
- BS104DE Biblical Literature-Old Testament III Dr. D.J. McBride
- BS101DE Biblical Interpretation Dr. D.J. McBride

**Winter 2015**
- BS201DE Biblical Literature-New Testament I Dr. D.J. McBride
- ME110DE Homiletics I TBA

**Spring 2015**
- BS202DE Biblical Literature-New Testament II Dr. DJ McBride
- ME112DE Homiletics II TBA
**Program Components**
The curriculum developed for each individual student will vary depending upon prior learning and experience. The program of study may include:

**Distance Education (Online courses)**

Most courses will be taught through distance education. Distance education offers an in-depth learning experience using up-to-date distance learning tools. This will allow for online interaction with the instructor and other students. Students will interact electronically with College for Officer Training staff through BlackBoard. Courses will be developed and taught by faculty teaching in the “traditional” College for Officer Training classes.

These courses will consist of 10 lessons to be completed within a specific 10 week time period. Students must complete their required online work within the confines of each given week, but may access and complete their work anytime online day or night.

**Transfer of College Credit**

Individuals may receive academic credit for equivalent coursework completed at other accredited institutions of higher learning. This coursework must be appropriate to the curriculum of the Distance Education Program. It should be noted that prior coursework is not transferable in the following Salvation Army courses: Doctrine of The Salvation Army I – IV and Salvation Army History.

**Life Experience Credit**

Distance Education recognizes that learning can also take place outside the traditional classroom. Life experience credit, if appropriate to the curriculum, may be awarded if the student is able to authenticate that genuine learning occurred and that competency in that area is evidenced. This evidence will be reviewed by the instructor, who will then make a recommendation. The Coordinator of Distance Education will approve/disapprove according to the instructor’s recommendation.

The period of time necessary for a student to complete this training will vary depending upon individual circumstances. Generally speaking, the time span could range from one to four years. However, students will be expected to diligently and satisfactorily complete the program.

**ACADEMIC INFORMATION**

**Standards and Expectations**

Distance education students are expected to demonstrate the highest possible standards of integrity and excellence, recognizing the responsibility and duty that is theirs as part of their commitment to God's service. These standards include participation in and completion of all classes and other assigned duties, and timely submission of all assigned work.

**Academic Freedom and Responsibility**

The expectations for academic freedom and responsibility in the distance education program are the same as those for the residential program.
Attendance/Participation

Distance Education students are required to participate in all online classes in which they are enrolled and to attend all scheduled on-campus events (including June Week events in the year of the student’s commissioning). Requests for exceptions due to unusual extenuating circumstances should be directed to the student’s command head who will write to the Training Principal. Since classes in the Distance Education program are normally offered in a four year cycle, any absence may potentially delay completion of the program and the commissioning of the student.

Late Assignments

Late assignments are considered a serious failure to meet course requirements. All course work is due as assigned in the approved course syllabus. All academic course requirements must be completed by the times specified by the instructor in the course syllabus, unless extensions are granted or alternate arrangements are made by special permission of the instructor. Instructors may refuse to accept late assignments. Grades for late assignments will be reduced 5 percent for each day late, including weekends and holidays. After one week, late assignments will receive no credit and will not be eligible for make-up.

Grades and Grade Points

Grades are a measure for the student to monitor his/her own progress towards excellence in many aspects of the training program. The academic standing of each student will be recorded for transcript purposes at the end of each quarter at which time the student and his/her command head will be informed of the grades.

The grading system for distance education courses is the same as that used in the residential program.

Academic Warning

Students whose accumulated grade point average or quarterly average falls below 2.0/C or who receive the grade of “F” in any course will be given an academic warning. Their progress will be closely monitored by the Coordinator of Distance Education and the course instructors. The designation may be lifted upon completion of the following quarter's course work with an accumulated grade point average of 2.0/C or above.

Resolving a Failed Course

In order to complete the program, Distance Education students must repeat and pass any required course for which an F was received. Any course in which a grade of D was received may be repeated in order to meet what is considered the minimum grade point average for coursework. A course may only be repeated once.

If a course is repeated, permanent student records will indicate both the first and the repeated attempt. Grades for both attempts will be part of permanent records. However, the hours will be credited and grade points calculated only for the attempt with the higher grade.
Awarding of Training Certificates

Training Certificates will be awarded to students in good standing who meet all the following criteria:

1. Maintain an overall accumulated grade point average of 2.0/C or higher;

2. Achieve a grade point average of 2.0/C or higher in each of the following areas of study: Biblical Literature, Doctrine and Homiletics;

3. Have no failing grades (or have successfully resolved failing grades before Commissioning).

Academic Integrity

Standard and procedures related to academic dishonesty in distance education courses is substantially the same as that for the residential program, substituting the Coordinator of Distance Education for the Education Officer in the mediating role. Significant violations would be reported by the Director of Curriculum directly to the Training Principal (not including the Director of Personnel or the Academic Review Board).

Respect and Retrievability in Research

Expectations related to respect and retrievability in research are the same for distance education students as they are in the residential program.

Copyright and Licensing

Expectations related to copyright and licensing are the same for distance education students as they are in the residential program.

Independent Study

In order to keep a student on track with commissioning expectations, the Coordinator of Distance Education may assign a student to undertake an Independent Study rather than wait for the course to be offered in its normal cycle. In such an event an instructor will be assigned to direct the course of study.
### AREAS OF INSTRUCTION

#### Biblical Studies
- **BS101DE** Biblical Interpretation (2)
- **BS102DE** Biblical Literature - Old Testament I (3)
- **BS103DE** Biblical Literature - Old Testament II (3)
- **BS104DE** Biblical Literature - Old Testament III (3)
- **BS201DE** Biblical Literature - New Testament I (3)
- **BS202DE** Biblical Literature - New Testament II (3)
- **BS203DE** Biblical Literature - New Testament III (3)

#### Theological Studies
- **TS101DE** Doctrine of The Salvation Army I (2)
- **TS102DE** Doctrine of The Salvation Army II (2)
- **TS103DE** Doctrine of The Salvation Army III (2)
- **TS104DE** Salvation Army History (2)
- **TS201DE** Doctrine of The Salvation Army IV (2)
- **TS202DE** Church History (2)
- **TS204DE** Ethics (2)

#### Administration
- **AD101DE** Leadership & Salvation Army Administration (3)
- **AD104DE** Salvation Army Administration (3)
- **AD202DE** Corps Financial Management (3)

#### Mission and Ministries
- **ME101DE** Corps Ministries (3)
- **ME110DE** Homiletics - Expository Preaching (3)
- **ME112DE** Homiletics - Topical Preaching & Series (3)
- **ME206DE** Approaches to Community Services (3)
- **ME208DE** Approaches to Faith-Based Counseling (3)

#### General Education
- **GE110DE** Teaching & Learning - Christian Education (2)
COURSE DESCRIPTIONS

Biblical Studies

BS101DE  Biblical Interpretation
This course will equip student with a methodology for interpreting the Christian Scriptures. Practice of inductive Bible study will nurture a sound, historical-theological reading of the Word and a prayerful, informed movement from text to sermon. 2 credits.

BS102DE  Biblical Literature - Old Testament I
This course will survey the Old Testament books of the Torah (Genesis, Exodus, Leviticus, Numbers and Deuteronomy) and pre-Kingdom Israel (Joshua, Judges, Ruth) emphasizing cultural-historical-literary-theological contexts and themes. 3 credits.

BS103DE  Biblical Literature - Old Testament II
A focus on the monarchy and the Divided Kingdom will provide a coherent historic, prophetic and cultural perspective on the pre-exilic Hebrew nation through the study of selected books of the Nevi‘im section of the Hebrew Tanakh. 3 credits.

BS104DE  Biblical Literature - Old Testament III
Books of the Babylonian exile (Daniel, Ezekiel, Esther), the post-exilic period (Ezra, Nemeiah, Haggai, Zechariah and Malachi) and the remaining books of the Kethuvim section of the Hebrew Tanakh (Job, Psalms, Proverbs and Song of Songs) will help us identify and acknowledge a more coherent historic, prophetic and cultural perspective of the (post)-exilic Hebrew nation. 3 credits.

BS201DE  Biblical Literature - Biblical Interpretation and New Testament I
A review of the intertestamental period and of world conditions at the time of Jesus’ birth and throughout his ministry; an overview book study of the four Gospels; a study of the life and teachings of Christ from the Gospels, examining their bearing upon the present day. 3 credits.

BS202DE  Biblical Literature - New Testament II
A study of the book of Acts with special attention to the origin and development of the early church; an overview of the life and teaching of Paul; an overview of Paul’s letters to the Romans and the Corinthians. 3 credits.

BS203DE  Biblical Literature - New Testament III
A survey of additional Epistles of Paul (Galatians through Philemon), the General Epistles, and the Revelation of John, with emphasis on their historical context, literary character and theological meaning. 3 credits.

Theological Studies

TS101DE  Doctrine of The Salvation Army I
This course serves as an introduction to Salvation Army doctrine. It centers on the first three doctrines (Authority of the Scriptures, the nature and attributes of God, and the Trinity) while providing a general introduction to theological studies and praxis. 2 credits.

TS102DE  Doctrine of The Salvation Army II
A study of Salvation Army doctrines four, five and six, this course explores the Person of Christ (Christology), the fall and the effects of sin (Hamartiology), and the provision of atonement (Soteriology). 2 credits.
TS103DE  Doctrine of The Salvation Army III  
As a study of Salvation Army doctrines seven, eight and ten, this course emphasizes the necessity of repentance, the assurance of salvation and the promise of sanctification, with a concentration on the praxis of a holy life.  2 credits.

TS104DE  Salvation Army History  
A survey of Salvation Army history, drawing out lessons for contemporary mission.  2 credits.

TS201DE  Doctrine of The Salvation Army IV  
A study of Salvation Army doctrine relating to continuance in a state of salvation, last things, spiritual gifts, Sacramental teaching, Salvationist sacramentalism and the ministry of women.  2 credits.

TS202DE  Church History  
As a survey of the history of the Church from the apostolic period to the present, the emphasis will concern the development of Christian doctrine and practice and the consequent contemporary implications.  2 credits.

TS204DE  Ethics  
An introduction to ethics, understood to be a systematic study of standards of morality, of right and wrong, justice and injustice, good and evil, with the objective of applying this study to our contemporary lives (similar to Hollinger's definition and goals in Choosing the Good: Christian Ethics in a Complex World). The applications will be made towards developing the ministers' and Christian individual's behavioral choices, as well as understanding The Salvation Army's Position Statements on ethical issues, today.  2 credits.

Administration Studies  
AD101DE  Leadership & Salvation Army Administration I  
An introduction to management techniques, time management, goal setting, prioritizing, planning and organizing, and understanding leadership styles. An introduction to the organization, structure, policy and ceremonies of The Salvation Army.  3 credits.

AD104DE  Salvation Army Administration II  
A study in the practical application of Human Resources Management policies, procedures, and legal requirements. An introduction to the management of property with an emphasis on procedures and risk management. An overview of the officer's relation to advisory organizations, mass media and federated funds, and of his/her responsibility for community relations, fund-raising, emergency relief activities, and personnel management.  3 credits.

AD202DE  Corps Financial Management  
An introduction to personal and official financial planning and management.  3 credits.

Mission and Ministries  
ME101DE  Corps Ministries  
A study of the theology and practice of evangelism, discipling and congregational health stressing principles and techniques of lifestyle evangelism, small group development and implementation strategies in corps settings. A study of practical approaches to intentional local leadership development for effective implementation of youth and adult programming in the corps.  3 credits.
ME110DE  Homiletics - Expository Preaching
An introductory course to familiarize students with the essential elements of an effective expository sermon and to engage students in the recognition, construction and use of these elements. 3 credits.

ME112DE  Homiletics - Topical Preaching & Series
A course to engage students with the principles involved in topical preaching and to encourage effective planning for the preaching ministry. 3 credits.

ME206DE  Approaches to Community Services
Exploring particular social problems and discovering a community’s resources for addressing them. Introduction to the supervision of corps-based social ministry as a part of the community social services network. 3 credits.

ME208DE  Approaches to Faith-Based Counseling
An overview of major theoretical perspectives covering topics that are common within pastoral counseling such as confidentiality, crisis intervention, use of scripture, and dealing with grief. The course provides a framework for the student to develop healthy emotional self-care techniques and practices, as well as opportunity to develop basic skills needed in a counseling setting. 3 credits.

General Education
GE110DE  Teaching & Learning - Christian Education
A study of the life-long process of human learning, the principles and practice of teaching in diverse ministry settings and the design of educational programs for corps-congregation and community. The course will examine works on the developmental maturation of learning and the different approaches to teaching, as well as different styles, types of learners. Applications of materials examined will focus on creative Biblical teaching. 2 credits.

DISTANCE EDUCATION STAFF/FACULTY

D. J. McBride, Coordinator of Distance Education. B.S. (Education), Kent State University; M.B.A. (Information Systems), Auburn University; M.Div., Alliance Theological Seminary; Ph.D. (Business Administration), University of Minnesota.
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*Photos provided by Lt. Giovanni Romero*
THE DOCTRINES OF THE SALVATION ARMY

1. We believe that the Scriptures of the Old and New Testaments are the written Word of God, inspired by the Holy Spirit, given by revelation, and essential for salvation. 

2. We believe in one God, eternally existent in three persons: Father, Son, and Holy Spirit. 

3. We believe that there are three persons in the Godhead: the Father, the Son, and the Holy Spirit. Each is of one substance and essence. 

4. We believe that in the Person of Jesus Christ the Divine and Human natures are united in one Person, God and man, perfectly God and truly and perfectly man. 

5. We believe that Our Father and Savior was conceived by a virgin, born of the Holy Spirit, and was without sin. He suffered, died, and rose again, and by his power over death, was made the firstfruits of all those who sleep in Jesus. 

6. We believe that the Lord Jesus Christ, the God-man, is the only mediator between God and man. He was offered for our sins, was raised from the dead, and ascended into heaven. 

7. We believe in the resurrection of the body for every person, for the blessed everlasting life and for the eternal punishment of the wicked. 

8. We believe that the Holy Spirit is a distinct person, proceeding from the Father and Son, who convicts the world of sin, righteousness, and judgment, and gives new life to all who believe in Christ. 

9. We believe that the Holy Spirit is the Comforter and Helper, being present at all times to provide believers with guidance, strength, and comfort. 

10. We believe that the Holy Spirit empowers believers to live a life of holiness, to bear witness to the truth, and to lead others to salvation. 

11. We believe in the ultimate triumph of Jesus Christ, who will come again to earth to judge the living and the dead, and to establish his kingdom for all eternity.