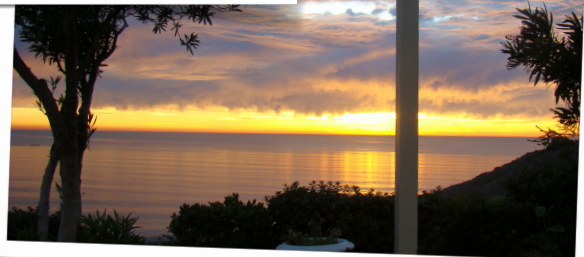


# 2024-2025 Fact Book



THE SALVATION ARMY  
*College for Officer Training*  
AT CRESTMONT

# CONTENTS

## **The College .....1**

From the Training Principal.....	1
Overview of the Institution.....	2
Purpose and Mission .....	2
Commitment to Student Life .....	4
Institutional Learning Outcomes .....	4
Service Area .....	5
Admissions.....	5
Key Dates .....	6

## **The Cadets .....7**

Enrollment.....	7
Cadet Diversity.....	9
Cadet Demographics 2018-24 .....	11
Cadet Achievement Data .....	13
Two-Year Retention Data .....	14
Graduation Data .....	15
Job Placement.....	16
Institution Set Standards.....	16

## **Faculty and Staff.....17**

Staff Definitions .....	17
Staff Diversity .....	17
Faculty .....	18
Faculty Diversity.....	18
Educator of the Year.....	19

## **Leadership & Governance .....21**

Organizational Chart.....	21
Administrative Leadership .....	21
Training Principal Timeline .....	22
Shared Governance Structure .....	23
Board of Governance .....	24

## **Appendices .....25**

A. Glossary of Terms.....	25
B. Salvation Army Doctrines .....	26

# The College

## FROM THE TRAINING PRINCIPAL

Men and women have been called by God to be equipped and empowered to serve God as Salvation Army Officers. This latest edition of the Fact Book is a historical record of the training at the USA Western Territory's College for Officer Training for the past year. Each statistic and data point reflect more than a number, but a life being transformed for even greater ministry opportunities in the future.

The purpose of the College is to produce 'Blood and Fire' Salvation Army officers who knowing God, themselves, others and The Salvation Army, can go and 'win the world for Christ' in His name. The information presented serves as an encouragement acknowledging God's ongoing work in the lives of men and women dedicated to Him and for the future of The Salvation Army, raised by God, to extend His kingdom in societies He leads us to.



Major (Dr.) Terry Masango

## OVERVIEW OF THE INSTITUTION

The cadets at CFOT are richly diverse in age, socioeconomic background, previous educational experiences, and culture. All instruction at CFOT is given in English. A robust English Language Development program provides support, including English Intensives, to cadets whose English proficiency scores indicate the need for additional English support.

One of the unique features of CFOT is that married cadets must complete the training program along with his/her spouse, because an officer in The Salvation Army can only be married to an officer. Thus married couples take the same courses and are graduated, ordained and commissioned together; and each individual then serves with equal rights and privileges.

With rare exception, the training program at CFOT is fully residential. Cadets are required to sell their homes, furniture, and cars (as these are provided as part of an officer's compensation) and live on campus, with their spouses and school-aged children. Cadets are provided with a fully furnished apartment (which includes washer/dryers, refrigerator, and dishwasher).

Quality family care is also an integral part of the residential training program. A specially designed Family Care Center built in 1988 now complements these services, which are provided to the children of cadets and CFOT officer staff.

Because CFOT is a wholly owned proprietary institution of The Salvation Army, some of the functions normally associated with a college are assumed by other corporate offices of The Salvation Army. The Training Principal, Assistant Training Principal, and Director of Personnel serve on the Territorial Candidates Council and provide input into the process of accepting candidates for training. Once a candidate is accepted as a cadet, full responsibility for the cadet's training rests upon CFOT staff.

CFOT is privately endowed and funded, receiving no tax moneys of support.

## PURPOSE & MISSION

The purpose of The Salvation Army is to love God and man, preach the gospel, and express a practical concern for the needs of humanity.

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

The Salvation Army is an international Christian movement with a complex network of worldwide social service activities.

Today, continuing efforts are being made to adopt methods and strategies to meet the new demands and conditions of our time. Yet, the underlying principles and convictions laid down by its Founders still remain the guiding force in today's Army.

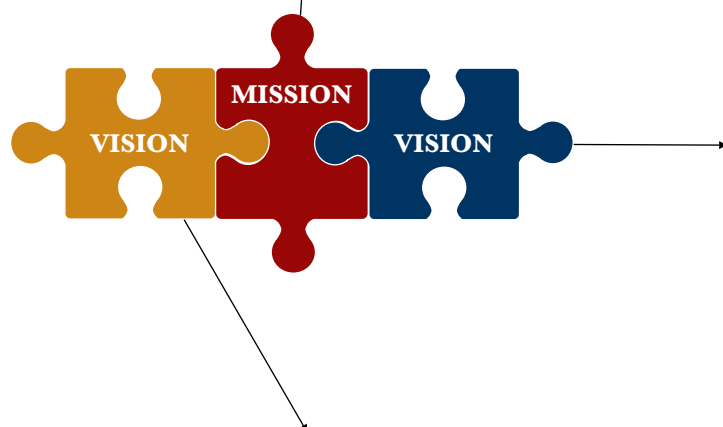


### INTERNATIONAL MISSION OF THE SALVATION ARMY

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

### CFOT MISSION STATEMENT

The mission of the College for Officer Training is to develop people in spiritual maturity, knowledge, and capabilities as necessary for effective ministry as a Salvation Army officer enabling them to advance the Kingdom of God and sustain the mission of The Salvation Army.



### VISION FOR SPIRITUAL FORMATION

CFOT recognizes that spiritual maturity is foundational to the officer's role as spiritual leader and role model. The officer's own spiritual life must be healthy for their own sake and for the sake of the congregation, employees, and clients of The Salvation Army. CFOT therefore endeavors to guide each cadet in their continued personal spiritual formation through instruction, discipleship, Bible study, personal counseling, and reserved time for meditation and prayer. While at CFOT, the cadet will identify, develop, and exercise their spiritual gifts, and understand that spiritual formation and pursuit of holiness is a lifelong process. They will be trained to lead others through spiritual formation experiences, just as they were guided.

### VISION FOR ACADEMIC EXCELLENCE

Consistent with its mission, CFOT provides cadets with the opportunity to gain necessary skills and knowledge through an academic program of the highest quality and rigor.

Whether it be in the classroom, on-campus practicum experiences, or off-campus internship opportunities, academic excellence at CFOT is achieved by ensuring that all instructors' content and methods of instruction meet generally accepted academic and professional standards. Through regular and ongoing professional development opportunities, CFOT ensures that instruction is based on evolving pedagogy, technology, and learning needs; that instructors employ a variety of appropriate teaching methods; and that evaluation of cadet achievement is based on authentic assignments and activities that reflect the responsibilities and challenges cadets will face in their future ministry.

Additionally, CFOT's commitment to academic excellence includes ensuring that all cadets are equipped for success through tutoring, testing for learning differences, and the availability of appropriate accommodations.

CFOT systematically evaluates all aspects of the academic program in pursuit of continuous quality improvement and to ensure that academic excellence is sustained.

## COMMITMENT TO STUDENT LIFE

The mission of the Personnel (Cadet Services) Department is to mentor, minister and model wholeness within the CFOT community in order to prepare cadets to become blood and fire officers, ready to meet human needs in His name without discrimination. This vital unit within the College is responsible for:

- promoting spiritual direction, development, and spiritual leadership,
- facilitating the development of knowledge and skills needed for Christian service,
- modeling accountability in administrative operations and management, and
- providing a comprehensive range of student services, including pastoral care, counseling, childcare, residential housing, nutrition and food services, and financial aid for cadets.

The staff in this area are skilled in working with cadets and their families and providing regular advising regarding decision-making and Council participation, grievances, disciplinary proceedings, cadet conduct in terms of dress standards, use of scheduled and unscheduled time, attendance, chapel, campus relationships, health, pastoral care, counseling and mental health, cadet councils, activity centers, the cadet wellness program, the fitness center, cadet finances including loans and scholarships, safety, security, emergencies, food services, family care, and teen programs.

The Personnel Department staff are committed to cadet assessment and outcomes in the College academic and co-curricular programs and have been so engaged over an extended period of time. The staff has high respect among cadets for their authenticity and integrity as well as confidentiality, availability and general support for cadets and their families. The development of officers of good character and the nurturing of Christian compassion and ministry are core goals of the institution. To that end, the staff in modeling for cadets, play an essential role in the broader and more specific areas of cadet education and training.

## INSTITUTIONAL LEARNING OUTCOMES

**1. Spiritual Maturity** Upon graduation, cadets will demonstrate the spiritual maturity necessary to “advance the Kingdom of God and sustain the mission of The Salvation Army.” This will require that cadets possess:

- a) A commitment to developing and living Christlike characteristics within their personal life and ministry (shown through commitment to holy living, the practice of spiritual disciplines, growth in spiritual maturity, stewardship, and the presence of spiritual fruit).
- b) An understanding and acceptance of their spiritual gifts and a commitment to the development of these gifts for effective use in ministry.
- c) The spiritual maturity and social and emotional intelligence necessary for effective officership.
- d) A desire to recognize and affirm the image of God in all people.

**2. Knowledge** Upon graduation, cadets will demonstrate knowledge necessary to “advance the Kingdom of God and sustain the mission of The Salvation Army.” This will require knowledge of the following:

- a) The Bible and its interpretation and application.
- b) The theology of the Christian church and Salvation Army distinctives.
- c) Salvation Army administrative and business principles, practices, procedures and policies.
- d) The contexts and cultures in which the Salvation Army operates.

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

- a) Communicating in written, spoken, visual, and artistic forms to diverse audiences.
- b) Engaging and leading congregations in worship, programming, and outreach activities.
- c) Christian leadership that demonstrates integrity and reflects a sensitivity to diversity and equity.
- d) Developing and managing resources (fiscal, human, physical and technology)

## SERVICE AREA

CFOT supports the Salvation Army's USA Western Territory. As such, its service area consists of:

- The 13 western states,
- The Territory of Guam,
- The Commonwealth of the Northern Mariana Islands,
- The Federated States of Micronesia, and
- The Republic of the Marshall Islands.

For administrative purposes, the Territory is divided into the following nine Divisions, each having its own Divisional Headquarters (DHQ) led by a Divisional Commander. Each DHQ has an officer appointed to oversee the recruitment and admissions processing of potential cadets from their division.

Division	Geography	DHQ Location
Alaska	Alaska	Anchorage, AK
Cascade	Oregon and southern Idaho	Portland, OR
Del Oro	Sacramento and north, California	Sacramento, CA
Golden State	San Francisco south to Bakersfield, California	San Francisco, CA
Hawaii/Pacific Islands	Hawaii, Guam, the Marshall Islands, and Micronesia	Honolulu, HI
Intermountain	Colorado, Wyoming, Utah, and eastern Montana	Denver, CO
Northwest	Washington, northern Idaho, and western Montana	Seattle, WA
Southern California	Southern California north to San Luis Obispo	Carson, CA
Southwest	Arizona, New Mexico, and southern Nevada	Phoenix, AZ

CFOT's cadet population is representative of all the socioeconomic and cultural backgrounds found in this vast service area.

## ADMISSIONS

### Recruitment

A cadet attends the College for Officer Training with the sole aim of becoming a full-time minister within The Salvation Army. As such, recruitment is restricted to those, residing in the 13 western States, who feel called by God to become a Salvation Army officer. The primary responsibility for recruitment, therefore, rests with the individual's Corps Officers (pastors). The administrative process is supported, initially, by the Divisional Candidates and Recruitment Secretary and ultimately by the Territorial Candidates and Recruitment Secretary at Territorial Headquarters. Admission to the College is granted by the Territorial Candidates Council.

### Pre-Training

Before entering the College, all Candidates (prospective cadets) are enrolled in Salvationism 101, a ten-week on-line course taught by Officers from the College. The course provides instruction on topics such as the role of the Salvation Army officer, women in ministry, and the organizational structure of The Salvation Army. Since 2010 this course has been offered on-line rather than through correspondence.

## KEY DATES

### Summer 2024

Summer Internship Ends.....	July 28
Summer Break.....	July 29 - August 12
Faculty/Staff Conference .....	August 6
First-Year Cadets Arrive (9 am - 2 pm).....	August 8
Orientation .....	August 8-21
Second-Year Cadets Return (by 12 pm) .....	August 12

### Fall Quarter August 21 - October 31

Labor Day Holiday.....	September 2
Welcome Banquet.....	September 6
Welcome of Cadets.....	September 6
Board of Governance .....	September 13
Fall Blitz.....	October 11-13

### Interim Period November 8 - December 22

Christmas Intensive.....	November 8 - December 22
Christmas Break .....	December 23 - January 1
Cadets Return.....	January 1

### Winter Quarter January 2 - March 11

Martin Luther King Jr. Holiday .....	January 20
Board of Governance (Zoom) .....	January 31
President's Day Holiday .....	February 17

### Spring Quarter March 26 - June 3

Spring Campaigns.....	March 16-23
Good Friday.....	April 18
Easter Sunday .....	April 20
Memorial Day Holiday.....	May 26
Board of Governance .....	May 30

### Graduation/Commissioning

Covenant Service (2nd Years) .....	June 8
Commencement & Silver Star Banquet .....	June 14
Commissioning & Appointments.....	June 15
New Lieutenants Depart.....	June 17
Summer Internship Begins (2nd Years).....	June 18
Juneteenth Holiday .....	June 19

# The Cadets

## ENROLLMENT

Enrollment at CFOT occurs once a year with cadets moving through the training program as a cohort (session). The academic year begins in late August with new cadets beginning the two-year training program or cadets returning after their summer internship to continue into their second year of training.

On rare occasions, the number of cadets in the second-year session is augmented by the return of cadets who left the program before completion. Though not duplicated in enrollment data, these cadets are included in the data on cadets eligible for graduation and commissioning.

### International Cadets

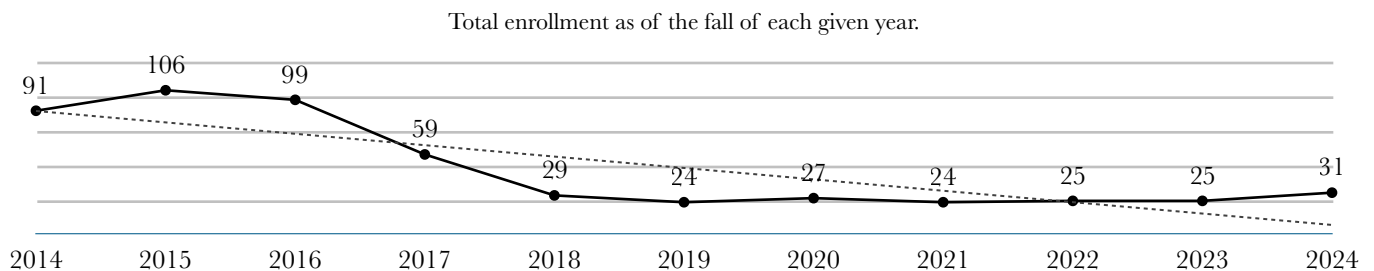
CFOT has a history of receiving cadets from the Korean Territory. These cadets join the second-year session to complete the second half of their training experience and typically return to Korea for their appointments as Salvation Army officers. The class of 2024 has two cadets from the Korean Territory join during their second-year. In addition, in 2019 a cadet from the Brazilian Territory joined the Messengers of Grace session as a first-year cadet and completed the entirety of training at CFOT.

### Enrollment Data

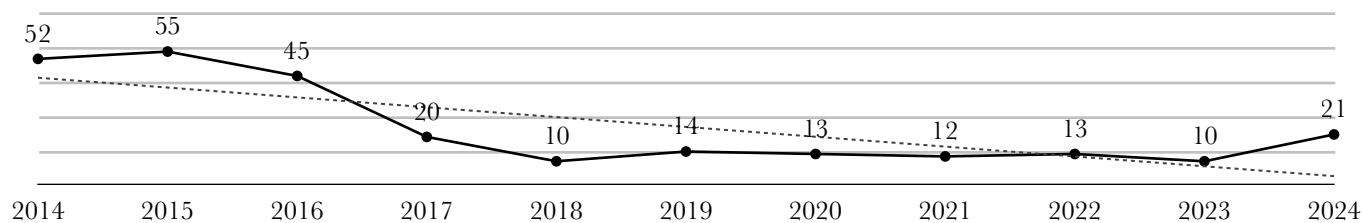
CFOT's enrollment data are detailed in the following charts and tables.

#### Total enrollment as of the fall of each given year:

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Incoming 1st-year Cadets	52	55	45	20	10	14	13	12	13	10	21
Returning 2nd-year Cadets	39	51	53	39	19	10	14	12	12	13	10
Additional 2nd-year Cadets	0	0	1	0	0	0	0	0	0	2	0
<b>Total Enrollment</b>	<b>91</b>	<b>106</b>	<b>99</b>	<b>59</b>	<b>29</b>	<b>24</b>	<b>27</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>31</b>



Number of incoming (first-year) cadets in the fall of given year.



CFOT's service area (the USA Western Territory), is divided into nine geographic regions (Divisions). The table details enrollment by Division.

**Number of incoming (first-year) cadets in the fall of given year, by location:**

DIVISION	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	TOTALS
Alaska	3	1	1	1	0	0	0	1	0	0	1	<b>8</b>
California South*	-	-	-	-	4	3	8	3	-	-	-	<b>18</b>
Cascade	5	2	1	2	0	1	0	0	0	0	2	<b>13</b>
Del Oro	7	9	3	0	3	1	2	0	2	0	2	<b>29</b>
Golden State	6	5	7	3	0	1	2	3	0	0	3	<b>30</b>
Hawaii/Pacific Islands	2	3	4	0	0	0	0	0	0	1	3	<b>13</b>
Intermountain	2	1	3	1	2	2	0	2	2	2	0	<b>17</b>
Northwest	3	4	7	0	0	4	0	2	3	0	2	<b>25</b>
Sierra Del Mar*	8	3	5	7	-	-	-	-	-	-	-	<b>23</b>
Southern California*	7	20	8	4	-	-	-	-	-	-	-	<b>39</b>
Southern California**	-	-	-	-	-	-	-	-	2	7	5	<b>14</b>
Southwest	9	7	6	2	1	1	1	1	4	0	3	<b>35</b>
Brazil Territory	-	-	-	-	-	1	-	-	-	-	-	<b>1</b>
<b>TOTAL:</b>	<b>52</b>	<b>55</b>	<b>45</b>	<b>20</b>	<b>10</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>10</b>	<b>21</b>	<b>265</b>

\* On July 1, 2018, Sierra Del Mar and Southern California Divisions were merged to form the California South Division,

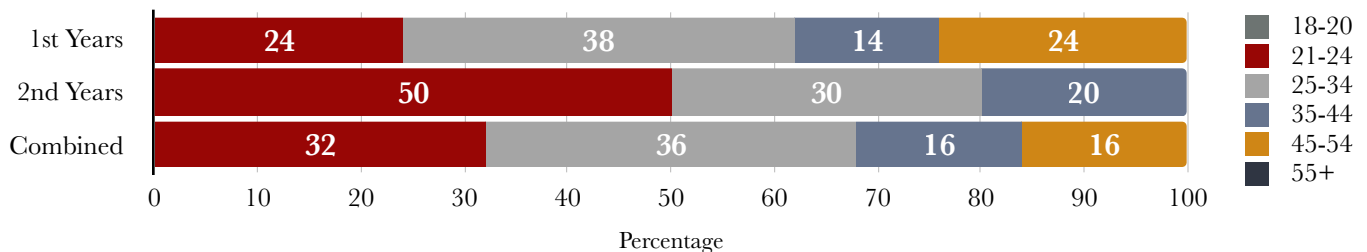
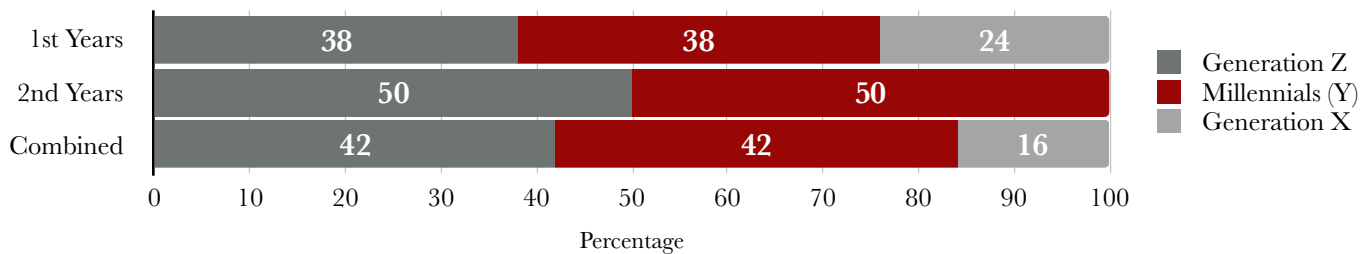
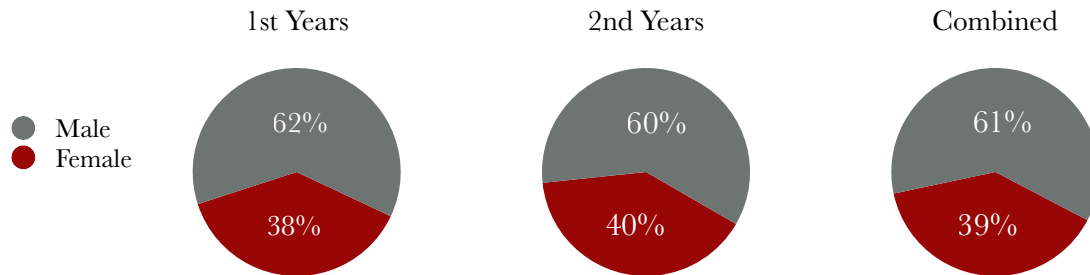
\*\*Renamed the Southern California Division in 2022

## CADET DIVERSITY

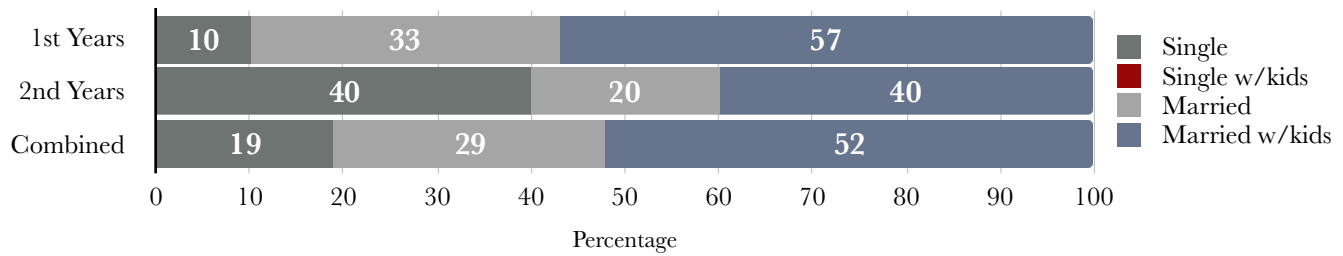
Cadets come to CFOT for the singular purpose of being trained and prepared for full-time ministry as a Salvation Army officer, in response to the calling they feel God has placed on their lives. Cadets come to CFOT at different stages of life with differing levels of educational experience and preparedness (as detailed below) and various employment backgrounds and life-experiences.

The following data is based on the 10 incoming first-year cadets and the 13 returning and 2 additional second-year cadets.

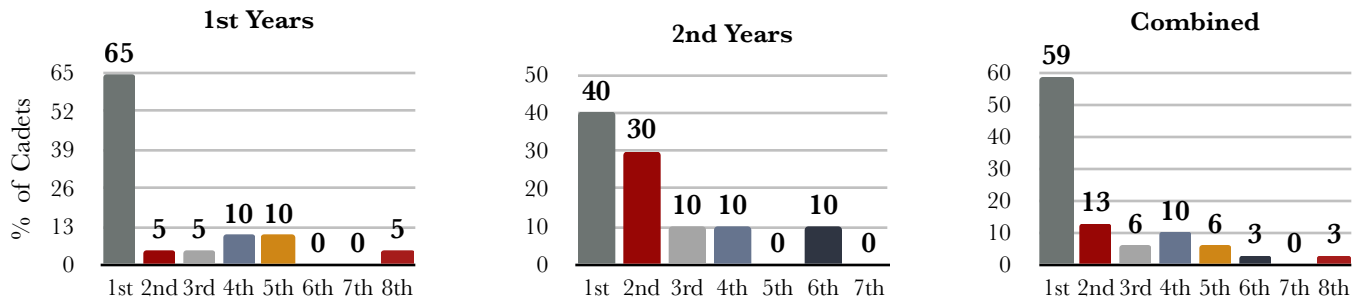
### Gender



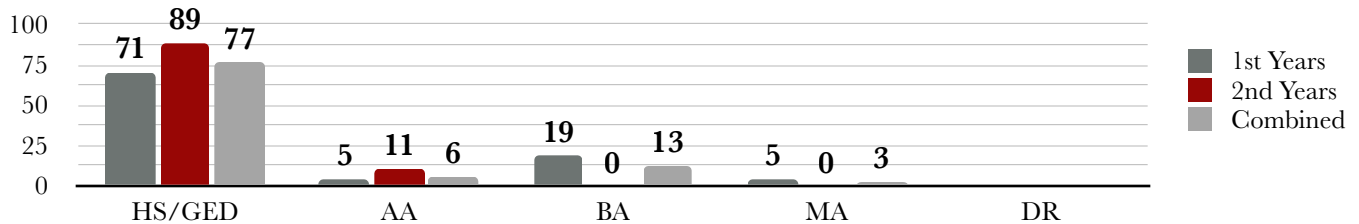
### Marital Status



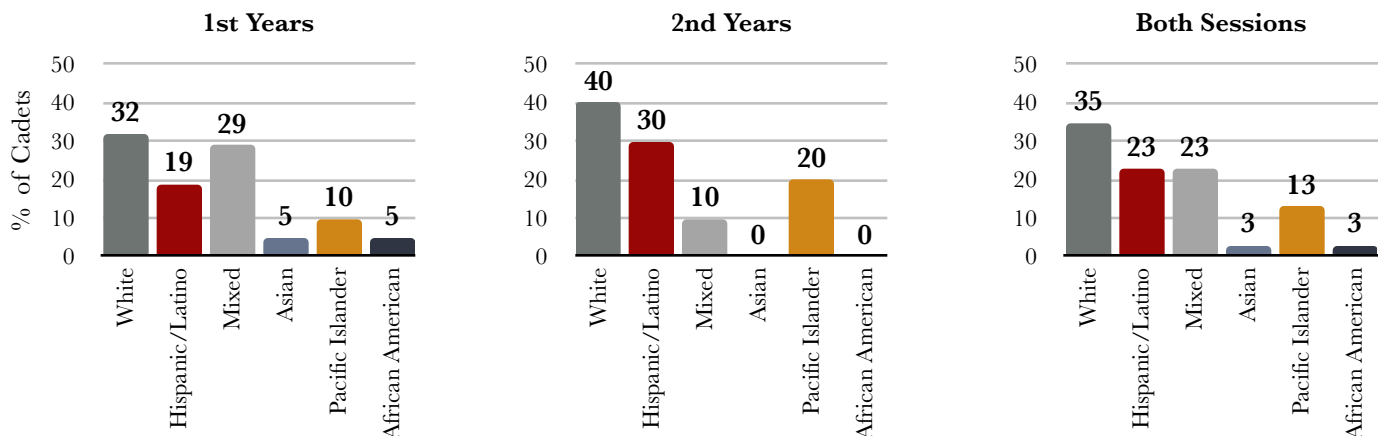
### Generation Salvationist



### Highest Level of Education Completed

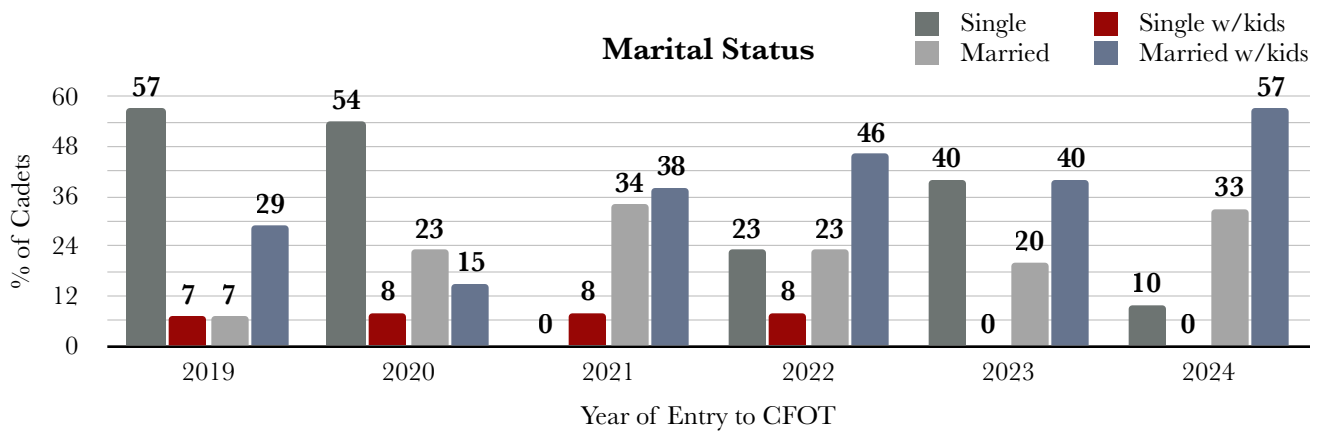
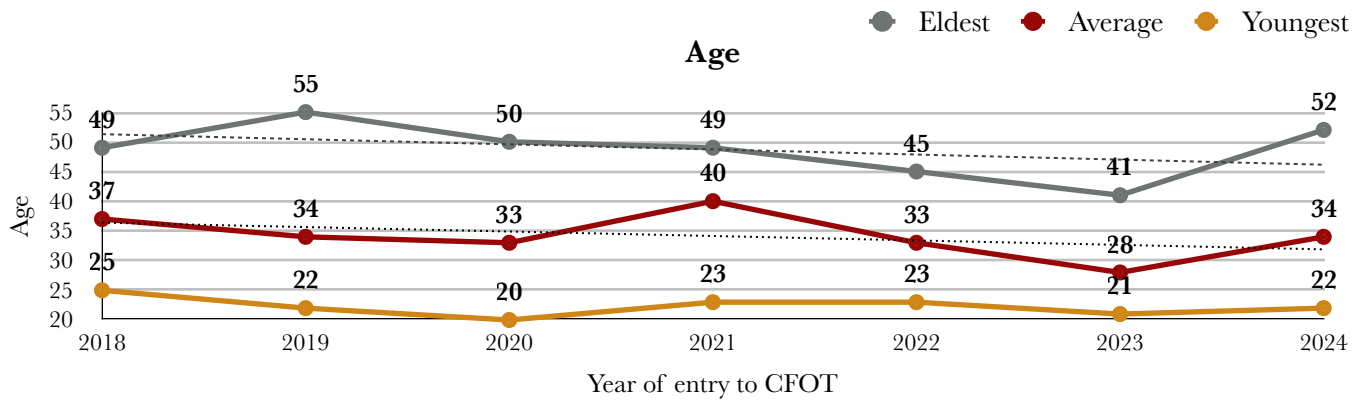
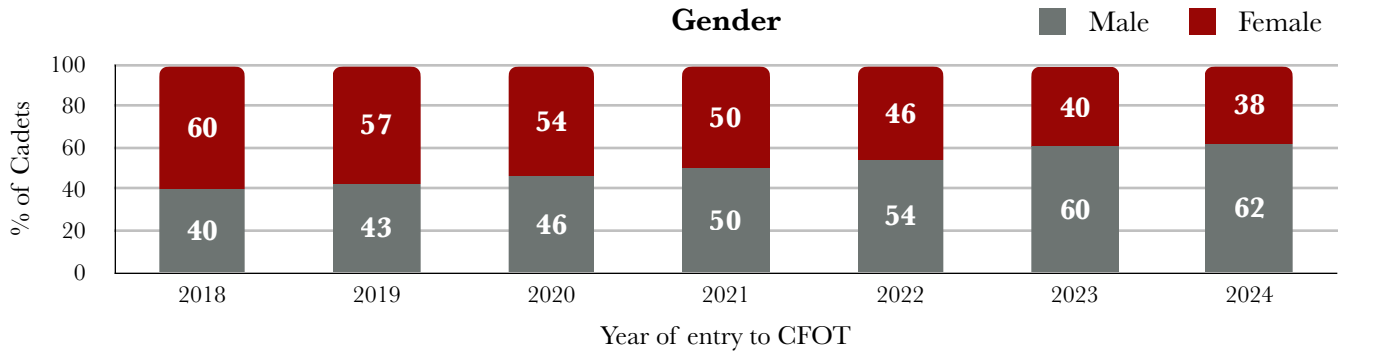


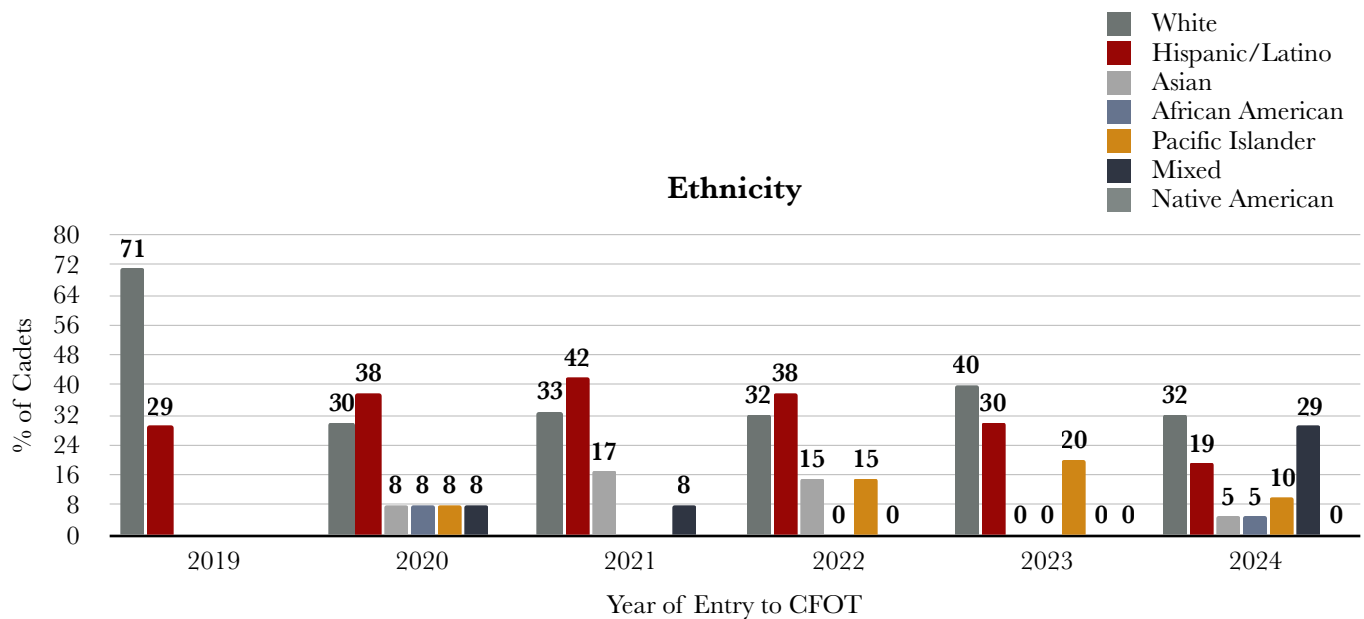
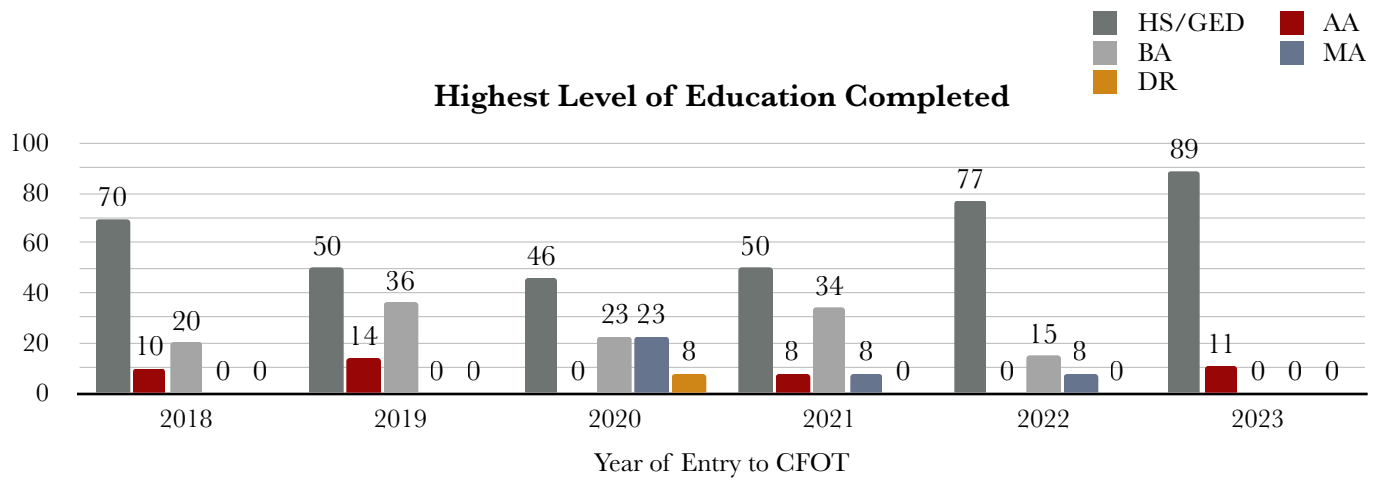
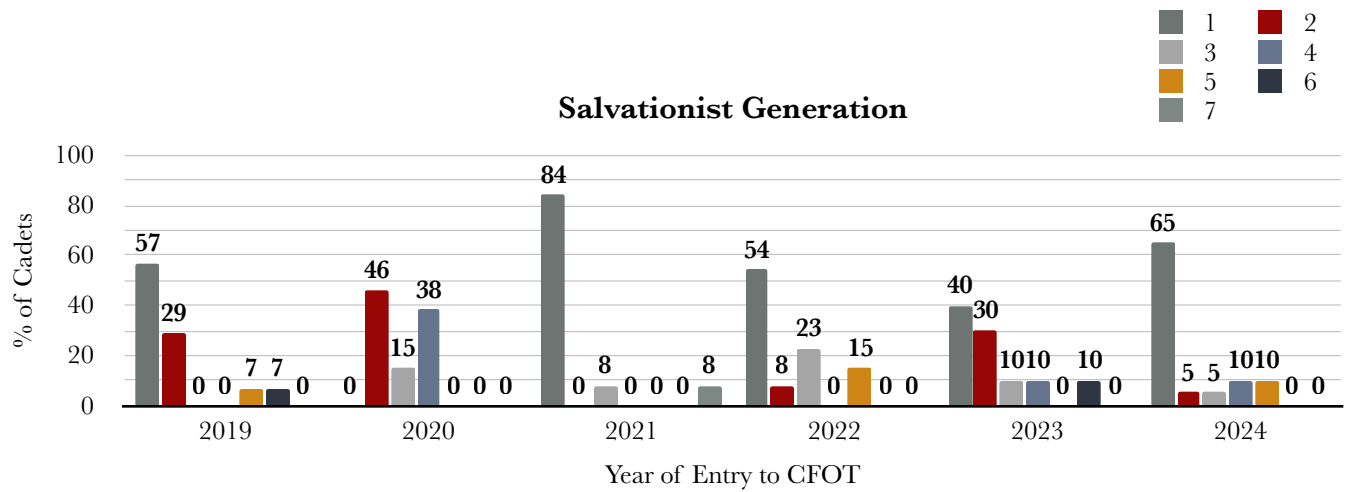
### Ethnicity





## CADET DEMOGRAPHICS 2018-2024





## CADET ACHIEVEMENT DATA

### Course Success

The table below details the course success rates for the previous ten academic years.

Academic Year	Grades Awarded					Success
	All	P	A	B	C	
2013-14	2486	178	1432	710	141	99.0
2014-15	2148	140	1195	651	136	98.8
2015-16	2569	290	1618	574	65	99.1
2016-17	2229	244	1667	275	32	99.5
2017-18	1346	171	964	189	16	99.6
2018-19	673	71	361	210	30	99.9
2019-20	532	59	328	128	16	99.8
2020-21	552	93	303	127	19	98.2
2021-22	438	63	227	125	16	98.4
2022-23	531	83	258	156	29	99.1
2023-24	512	82	293	127	8	99.6
<b>Overall</b>	<b>14016</b>	<b>1474</b>	<b>8646</b>	<b>3272</b>	<b>508</b>	<b>99.2</b>

The overall course success rate for 2013-2024 is **99%**

*\*Course success is defined as the percentage of cadets enrolled in a course who receive a grade of P, A, B, or C.*

### Course Completion

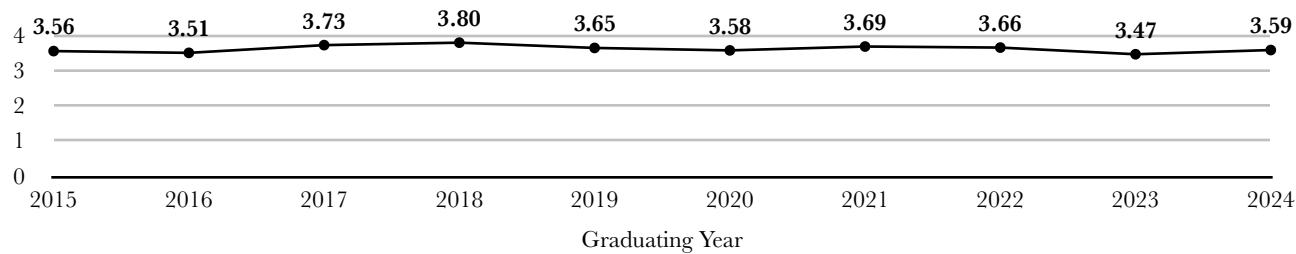
The table below details the course completion rates for the previous ten academic years.

Academic Year	Units		Success
	Attempted	Awarded	
2013-14	4161	4101	98.6
2014-15	3832	3823	99.8
2015-16	3894	3892	99.9
2016-17	3716	3665	98.6
2017-18	1972	1946	98.7
2018-19	1289	1289	100.0
2019-20	1012	1010	99.8
2020-21	1096	1093	99.7
2021-22	859	854	99.4
2022-23	1035	1035	100.0
2023-24	1005	1005	100.0
<b>Overall</b>	<b>23871</b>	<b>23713</b>	<b>99.3</b>

*Completion Rate = Total Units Awarded as a percentage of Total Units Attempted*

Grade Point Average

The average GPA for the last ten years of graduating cadets is:



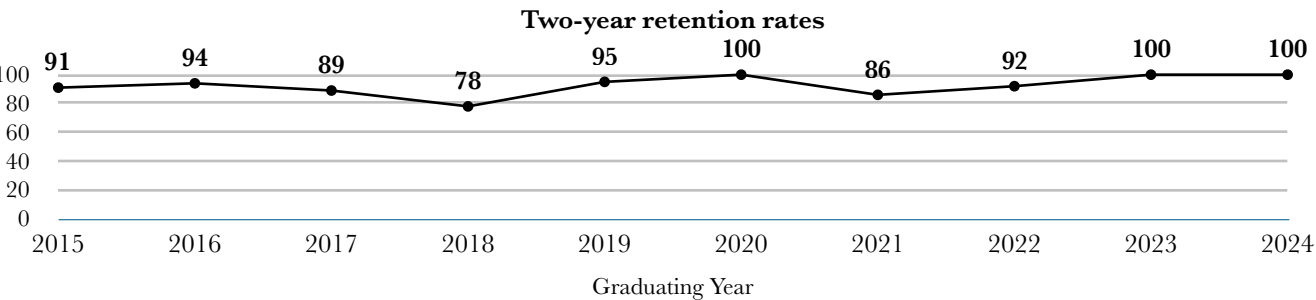
TWO-YEAR RETENTION RATE

Though every effort is made to avoid it, inevitably each year a small number of cadets leave the College. The table below details, for each graduating year, the retention rate for cadets completing the two-years of the training program.

Class of:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Overall
Initial number of cadets in session*	44	52	55	45	20	10	14	13	12	13	278
Cadets commissioned/graduated**	40	49	49	35	19	10	12	12	12	13	251
Retention Rate	91	94	89	78	95	100	86	92	100	100	90

\*data in this table does not include those joining the session as second-year cadets

\*\*includes only cadets who graduate/are commissioned after two years.

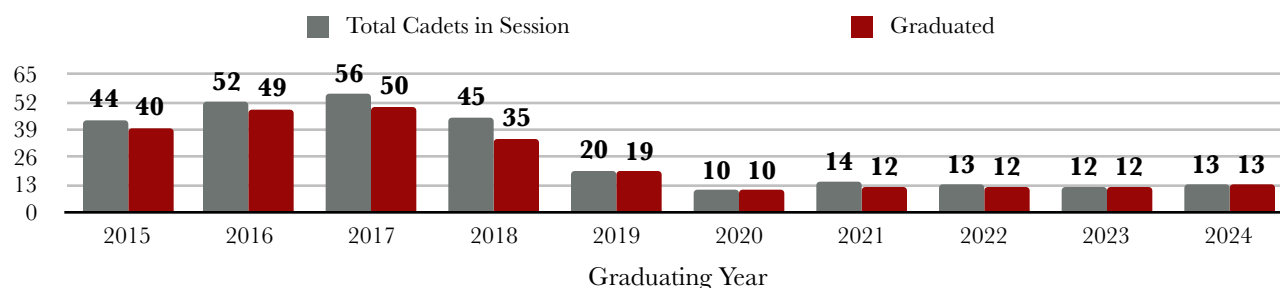


Of the **278** cadets enrolled as first-year cadets in the last ten years, **251** graduated on time (after two years of training), giving a two-year retention rate of **90%**.

## GRADUATION DATA

Graduating cadets (defined as successfully completing the officer training program) receive a Certificate of Salvation Army Officer Training and are Commissioned and Ordained as a Salvation Army officer. Cadets who join a session as a second-year cadet, graduate after an additional third year, or resign and reenroll within 10 years are reflected in the graduation data below.

<b>Graduation Year:</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Overall</b>
Initial number of cadets in session	44	52	55	45	20	10	14	13	12	13	-
Additions to session	0	0	1	0	0	0	0	0	0	2	-
Total cadets in session	44	52	56	45	20	10	14	13	12	15	<b>281</b>
Cadets commissioned	40	49	50	35	19	10	12	12	12	14	<b>253</b>
<b>Graduation Rate:</b>	<b>91</b>	<b>94</b>	<b>89</b>	<b>78</b>	<b>95</b>	<b>100</b>	<b>86</b>	<b>92</b>	<b>100</b>	<b>93</b>	<b>90</b>



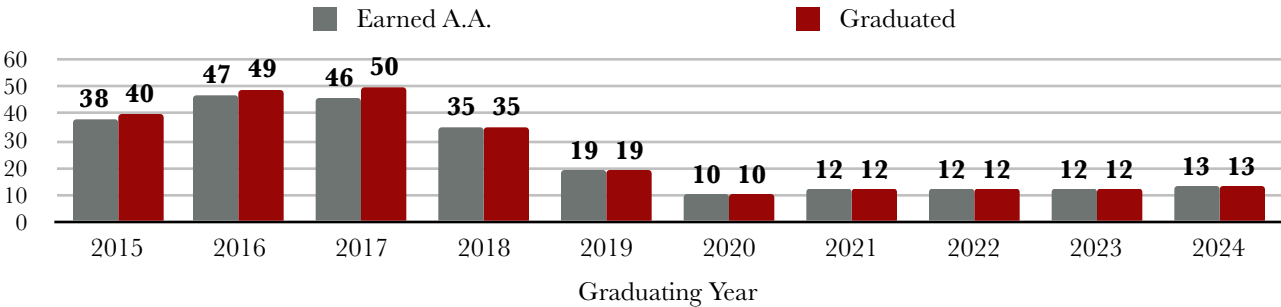
Of the **281** cadets enrolled in the last ten years, **253** graduated, giving a graduation rate of **90%**.

In addition, most graduating cadets also receive an Associate of Arts Degree in Ministry. In exceptional circumstances, a cadet may earn the A.A. degree but not be commissioned.

<b>Graduation Year:</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Overall</b>
Total cadets in session*	44	52	56	45	20	10	14	13	12	13	<b>279</b>
Cadets receiving A.A. degree	38	47	46	35	19	10	12	12	12	13	<b>244</b>
<b>Degree Completion Rate</b>	<b>86</b>	<b>90</b>	<b>82</b>	<b>78</b>	<b>95</b>	<b>100</b>	<b>86</b>	<b>92</b>	<b>100</b>	<b>100</b>	<b>87</b>

\*does not include cadets not enrolled in AA program

Of the **279** cadets enrolled in the degree program in the last ten years, **244** received an AA degree, giving a degree completion rate of **87%**.



**JOB PLACEMENT**

Upon successful completion of the officer training program at CFOT, graduating cadets are commissioned and ordained as Salvation Army officers and provided with an appointment in full-time ministry at a Salvation Army corps or other facility. As such...

...100% of graduating cadets receive job placement.

**2023-24 INSTITUTION SET STANDARDS**

The following table details CFOT’s achievement of its Institutional-Set Standards for the 2023-24 academic year.

Standard	Target	Achievement	
Course completion	85%	100%	Exceeded
Course success	85%	100%	Exceeded
Student retention*	85%	100%	Exceeded
Degree completion**	80%	100%	Exceeded
Job placement	100%	100%	Met

\* Percentage of 1st year cadets enrolled in fall 2023 who returned fall 2024  
\*\* Percentage of incoming cadets in 2022 and cadets joining the cohort (enrolled in the A.A. program) who received a degree in 2024.

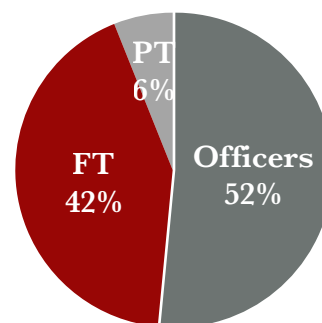
# Staff & Faculty

## STAFF DEFINITIONS

The permanent staffing of the College is broken down into the following groups:

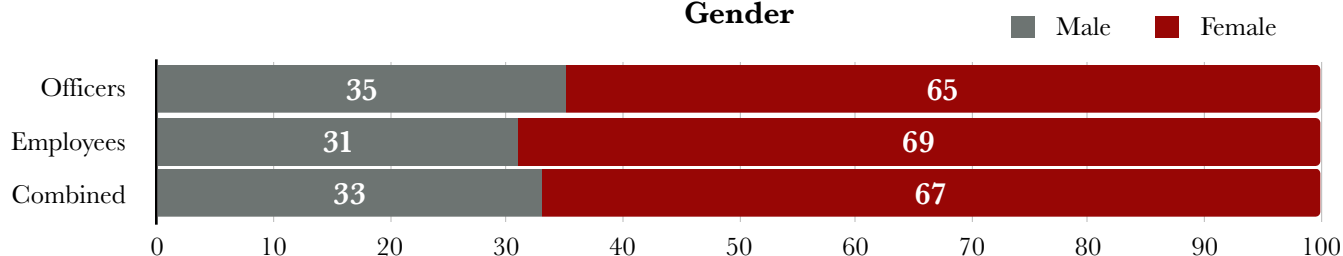
	Officers*	Full-time employees	Part-time employees	Total
#	17	14	2	33
%	52	42	6	

*\*ordained pastors, assigned to the College by Territorial Headquarters*

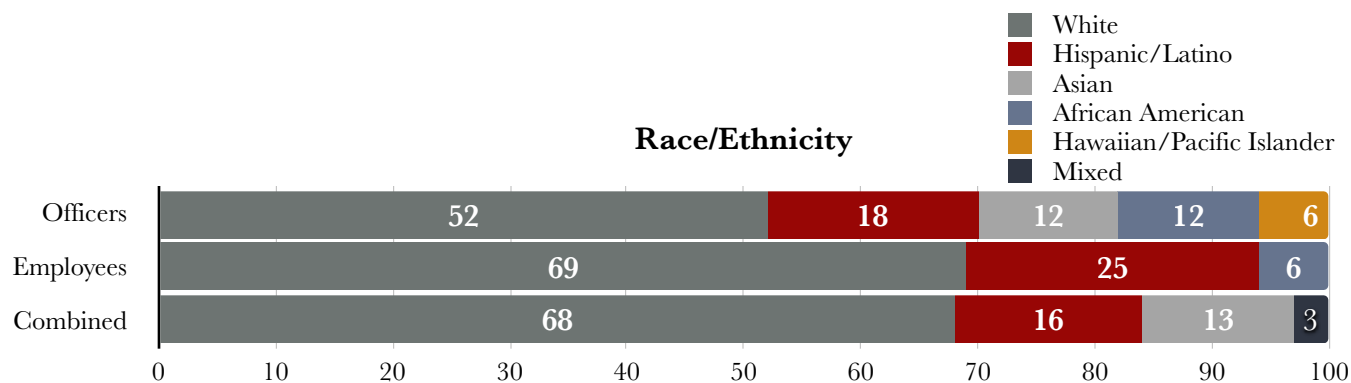


## STAFF DIVERSITY

### Gender



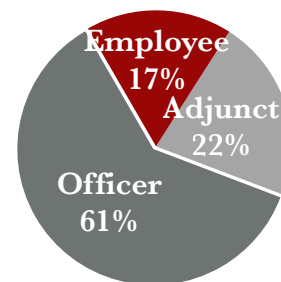
### Race/Ethnicity



## FACULTY

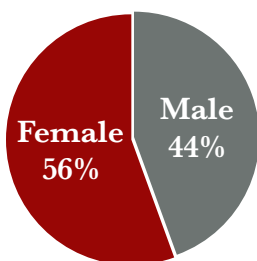
The teaching responsibilities at the College are carried out by the qualified officers (14), employees (4), and additional adjunct faculty (5).

**Faculty Breakdown**

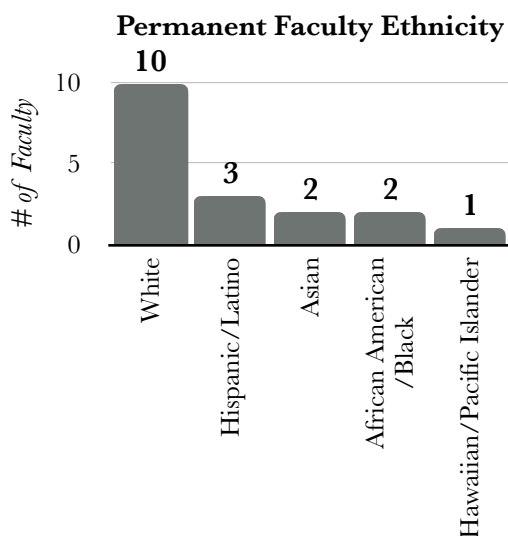
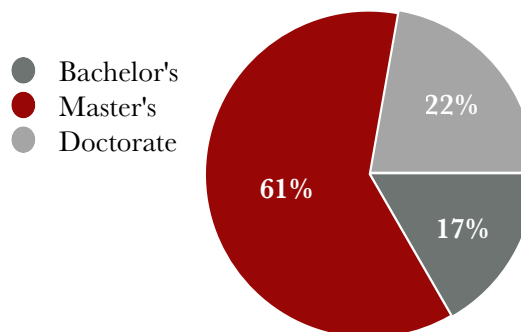


## FACULTY DIVERSITY

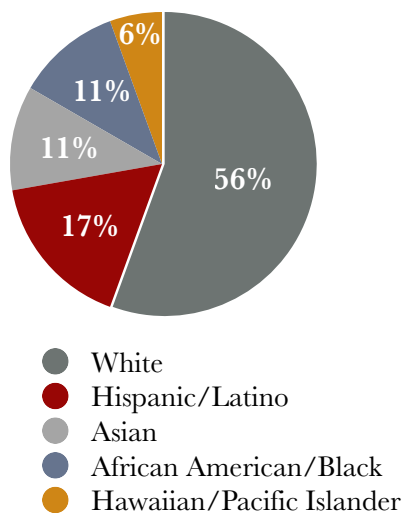
**Permanent Faculty Gender:**



**Permanent Faculty Education:**



**Permanent Faculty Ethnicity**





### **EDUCATOR OF THE YEAR**

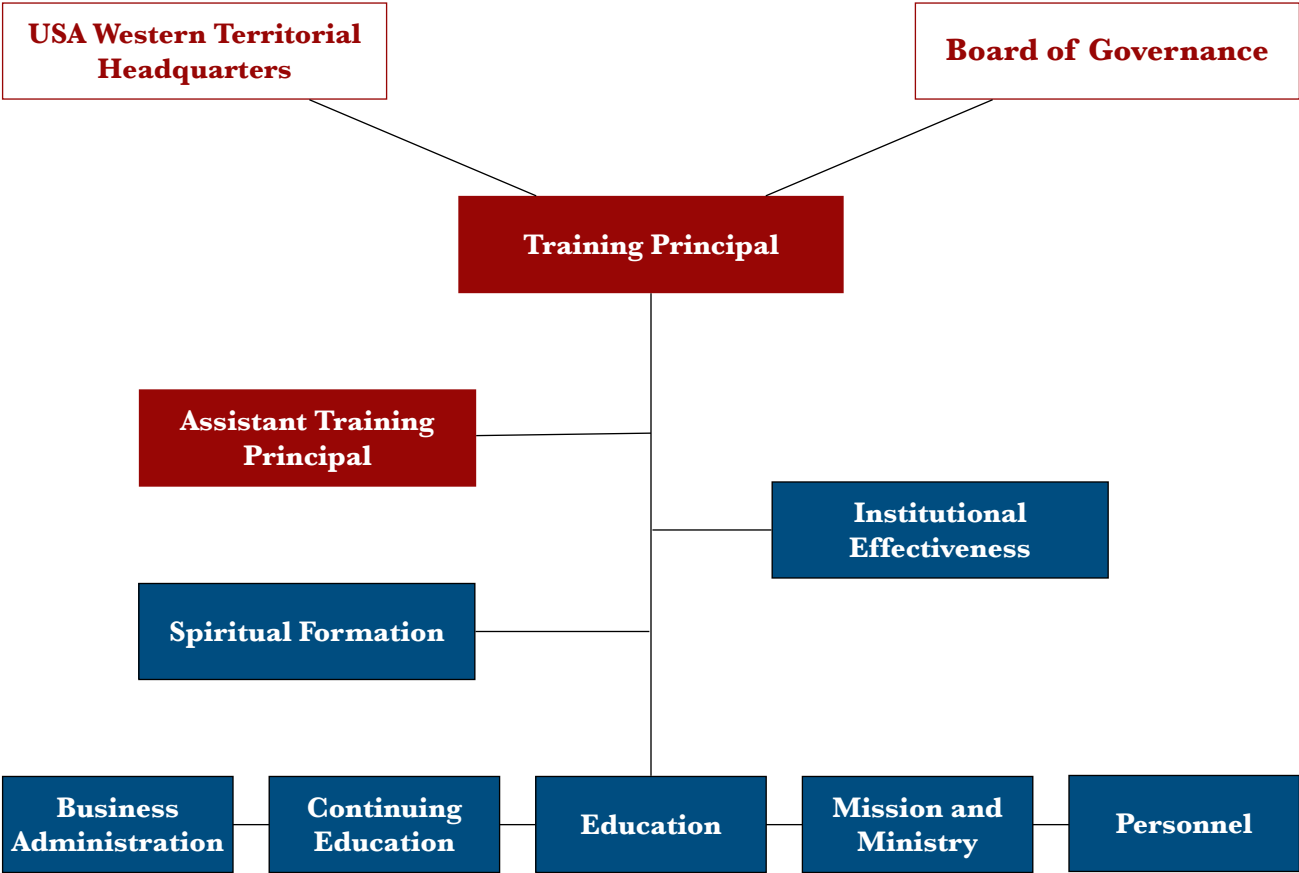
The College participates in the Palos Verdes Peninsula Rotary Club's Educator of the Year program which recognizes educators from schools and colleges on the Palos Verdes Peninsula. Past faculty to have been honored are:

- Envoy David Witthoff (2025)
- Major Millie Bearchell (2023)
- Major Nancy Helms (2022)
- Major Joy Groenleer (2020)
- Major Stacy Cross (2019)
- Christopher Doughty (Adjunct) (2018)
- Lieutenant Nathan Darling (2017)
- Captain Annalise Francis (2016)
- Captain William Francis (2015)
- Major Ivan Wild (2014)
- Ms. Sheila Chatterjee (2013)
- Major (Dr.) Brian Saunders (2012)
- Major (Dr.) Brian Jones (2011)
- Major (Dr.) Tim Foley (2010)
- Captain (Dr.) Nigel Cross (2009)
- Captain Kevin Jackson (2008)
- Dr. Duncan Sutton (2007)

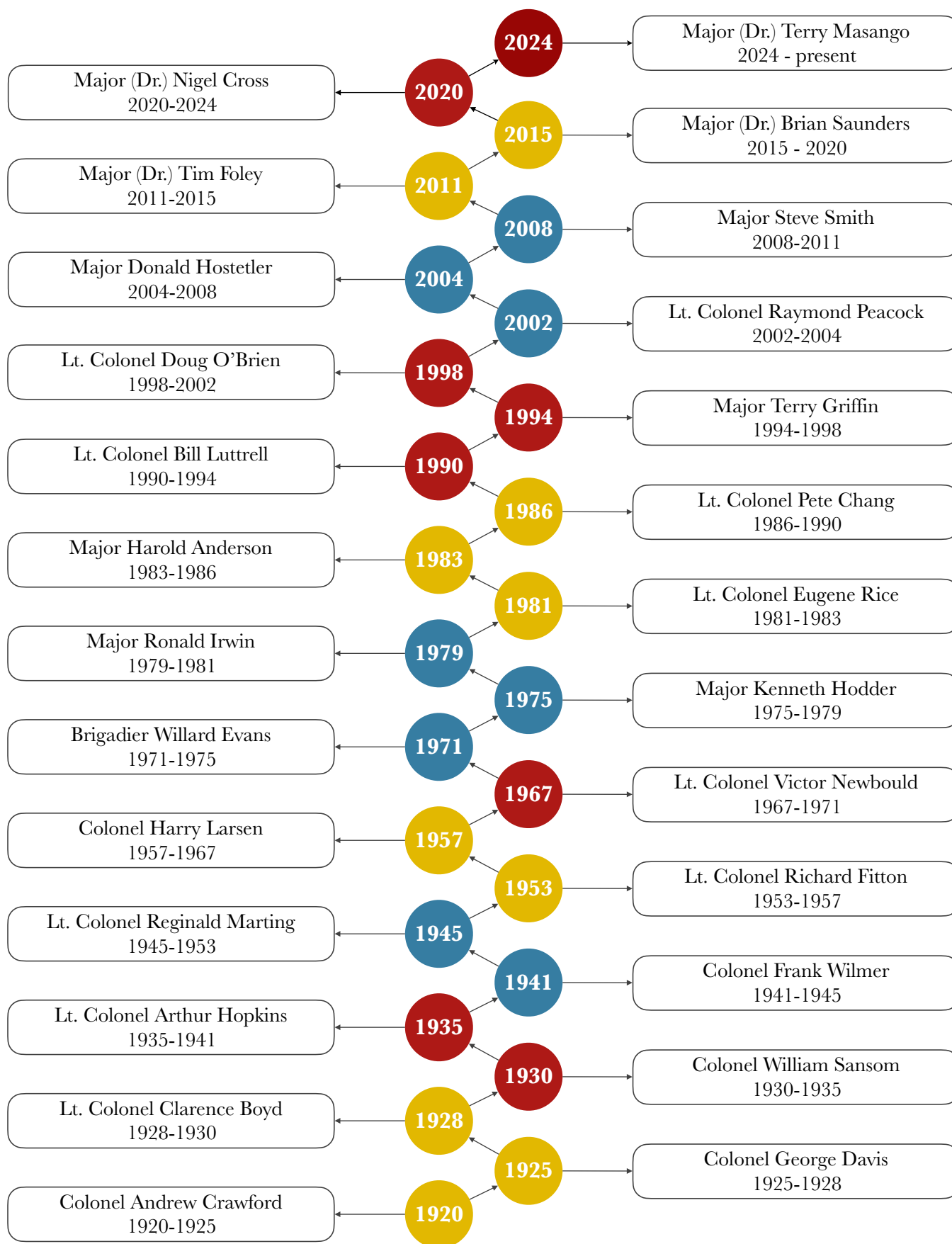
*This page has been left intentionally blank*

# Leadership & Governance

## ORGANIZATIONAL CHART



### TRAINING PRINCIPAL TIMELINE



## CFOT SHARED GOVERNANCE STRUCTURE

CFOT's decision-making process is based on its Council/Committee structure. Councils and Committees are collegiate and collaborative and membership is representative of all constituents of the institution.

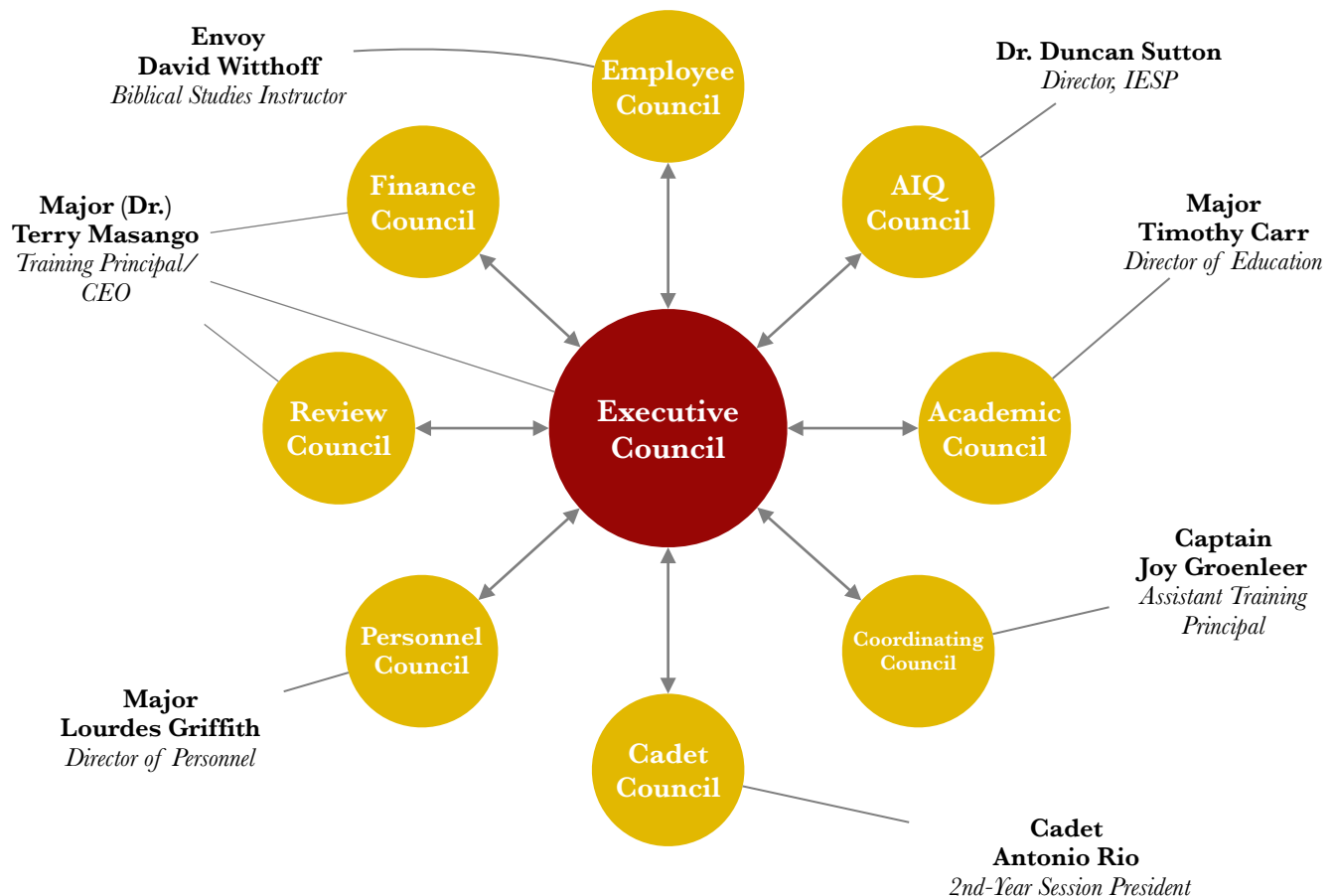
### Executive Council

The Executive Council is the final approving body for internal decisions. It is composed of the following members:

Major (Dr.) Terry Masango .....*Training Principal*  
 Captain Joy Groenleer.....*Assistant Training Principal*  
 Major Lourdes Griffith.....*Director of Personnel*  
 Major Timothy Carr .....*Director of Education*  
 Captain Sean O'Brien.....*Director of Mission and Ministry*  
 Major Kevin Hanson.....*Director of Business Administration*  
 Major Rutendo Masango.....*Director of Continuing Education*  
 Dr. Duncan Sutton .....*Director of Institutional Effectiveness/Strategic Planning (IESP)*

### Other Councils/Committees

The chart below identifies the major Councils (and chairs) that support the decision-making process:

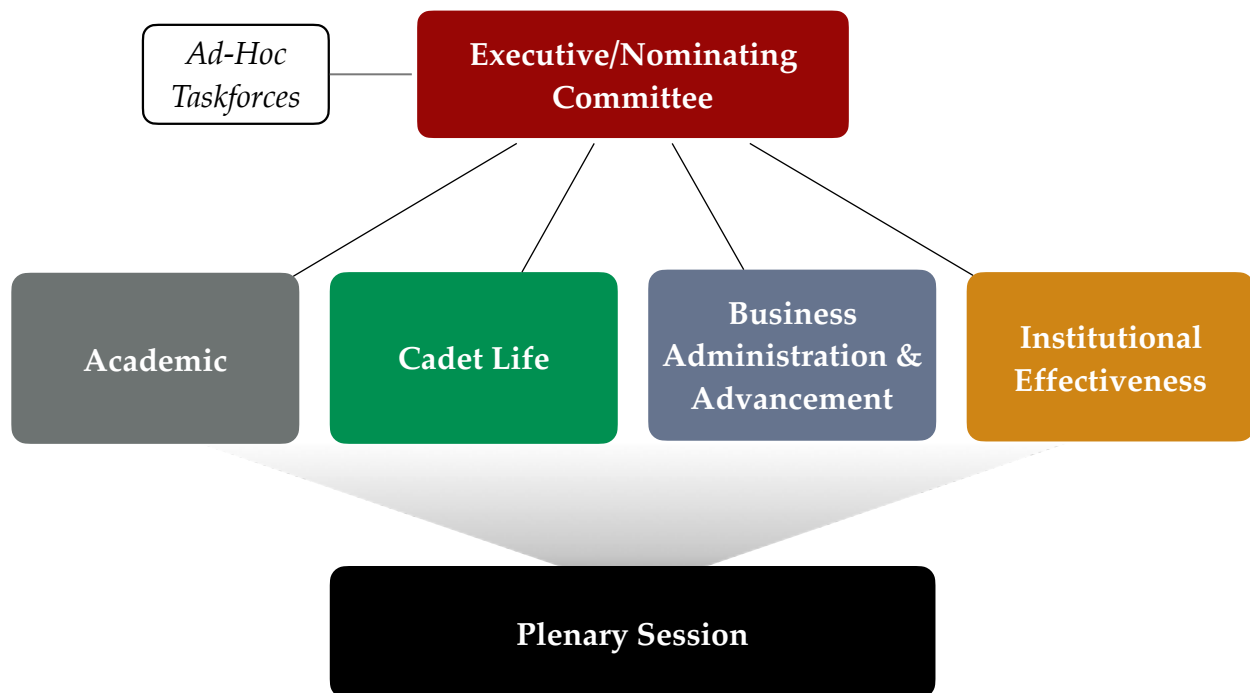


**Constituent Participation**

Membership of major councils consists of appropriate representatives of all constituents of the College.

**BOARD OF GOVERNANCE**

Governance of CFOT is provided by the CFOT Board of Governance. The Board is a diverse group of corporate, educational, and religious leaders, both local and from throughout the USA Western Territory. The Board meets three times annually.

**Executive/Nominating Committee**

Dr. David Nystrom, *Chair*

Colonel Eddie Vincent, *1st Vice Chair*

Dr. Andrew Barton, *2nd Vice Chair*

Mr. Viktor Rzeteljski\*, *Treasurer*

Dr. Dean Colli\*, *Secretary*

Dr. Sharon Docter\*

Dr. Ruth Mulnard\*

Major (Dr.) Terry Masango\*\*

*\*Standing Committee Chair    \*\*Ex-Officio*

# Appendices

## APPENDIX A: GLOSSARY OF SA TERMS

Term/Phrase	Definition
'Blood and Fire'	The Army's motto; refers to the blood of Jesus Christ and the fire of the Holy Spirit. Synonymous with the spirit of Salvationism.
Cadet	A Salvationist in training for Officership
Candidate	Individual making application to enter the College for Officer Training program.
Candidate's Council	Council designated to determine an individual's suitability for entrance into the Training College as a cadet.
CFOT	College for Officer Training
Corps	Local Salvation Army church and community service center.
Crestmont Council	The Board of Governance of the College for Officer Training at Crestmont.
Division	Smaller geographic area within a Territory under the command of a Divisional Commander.
Divisional Headquarters	Administrative offices for a Division (DHQ).
The General	The Officer elected to the supreme command of the Army throughout the world. All appointments are made, and all regulations issued, under the General's authority.
Officer	A Salvationist who has left secular concerns at God's call and has been trained, commissioned and ordained to service and leadership. An officer is a recognized minister of religion.
Officer - ranks	Lieutenant, Captain, Major, Lt.-Colonel, Colonel, Commissioner, General.
Salvationist	Member of a Salvation Army Corps (church).
Session	Term used to refer to individuals matriculated in the same year. Always given an identifying name of reference: the Heralds of the Good News session of cadets, 2005-2007.
Territorial Commander	Chief ecclesiastical and administrative officer within a Salvation Army territory: President of the Board of Directors and chief corporate officer.
Territorial Headquarters (THQ)	Administrative offices for a territory. The Western Territory USA includes 13 western states, the Marshall Islands, Guam and Micronesia. The Salvation Army in the USA is divided into four such geographical territories, each with its own College/School for Officer Training.
Territory	A country, part of a country or several countries combined, in which Salvation Army work is organized under a territorial commander.
Training Principal	Chief Executive Officer (President) of the CFOT. The designation "Principal" is terminology employed by The Salvation Army for the head of all of its Colleges for Officer Training throughout the world.

**APPENDIX B: DOCTRINES OF THE SALVATION ARMY**

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

**We believe** 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.

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

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

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

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

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

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

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

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

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