

CFOT Guide to
Shared Governance

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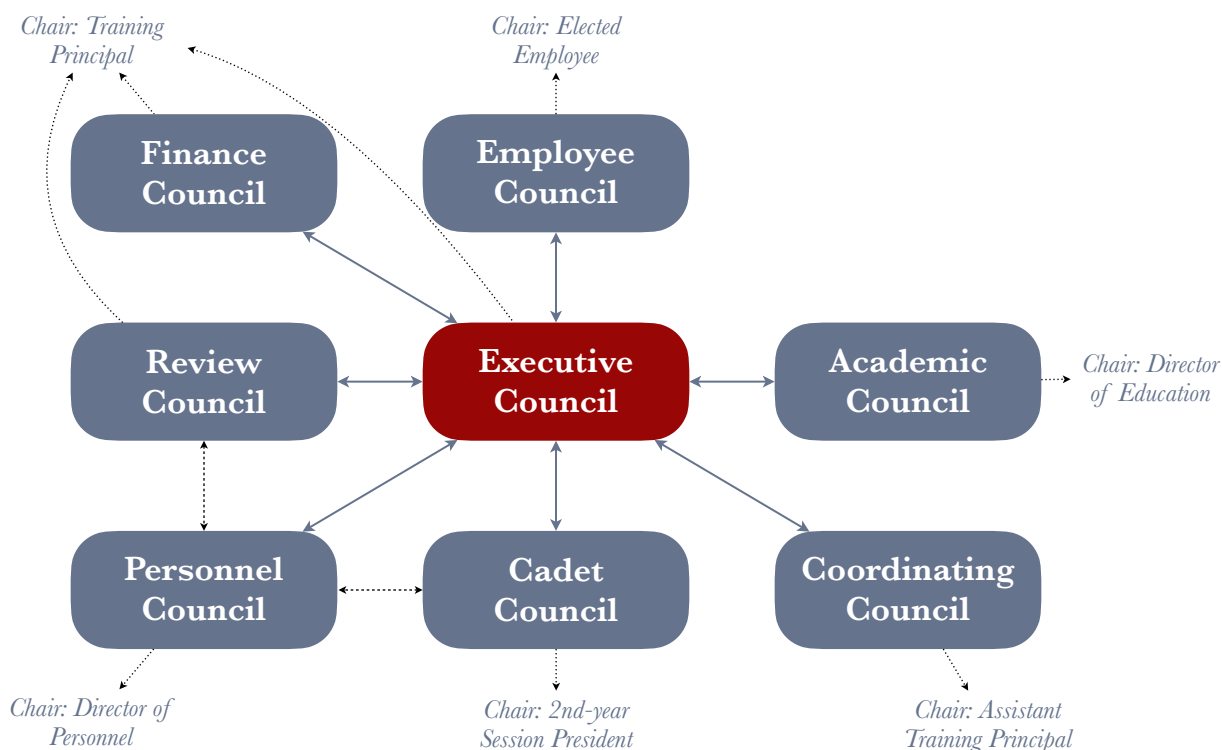
INTRODUCTION

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

CONSTITUENT PARTICIPATION

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

CFOT SHARED GOVERNANCE STRUCTURE



Executive Council

The Executive Council serves as the primary administrative leadership team for the College. The council is charged to direct the College in all major aspects of policy, to coordinate the day to day operations through the sharing of interdepartmental information, program and curriculum, to review proposals and to monitor the effectiveness of the Institutional Mission and Student Learning Outcomes.

- Membership:*
- Training Principal, *Chair*
 - Assistant Training Principal
 - Director of Business Administration & Development
 - Director of Education
 - Director of Continuing Education
 - Director of Mission & Ministry
 - Director of Personnel
 - Director of Institutional Effectiveness and Strategic Planning
 - Administration Department Executive Secretary

Frequency: Weekly during academic year (*as needed during the summer*).

Policies and Procedures in the College's Organizational Structure:

- To review and recommend the following to the Training Principal as requested:
 - Yearly Forecast
 - Staff Conference Agendas
 - Employee considerations
 - New program concepts
- To support the Institution's Program Review Plan and process Curriculum and Program Review proposals submitted through the approval taken in the appropriate review council.
- To review proposals submitted by the Cadet Council or session class officers.
- To review proposals by other Councils for consistency of policy implementation.
- To review Institutional Research results and incorporate them into strategic planning process in conjunction with the Board of Governance.
- To monitor compliance standards and guide the Self Study process in conjunction with the Board of Governance. Policies and/or procedures approved in the Executive Council will be incorporated into the appropriate College manuals.
- Items requiring College governance action will be forwarded by the Executive Council to the Board of Governance for consideration and approval. Executive Council approval of matters that are not policy and procedures or part of the Program and Curriculum Review process will be followed through by members in the appropriate College department.
- Review process will be followed through by members in the department which originated the proposal.
- All actions and recommendations of all Councils are to be recorded in minutes and conveyed to the Executive Council for appropriate action.

Finance Council

The Finance Council processes all requisitions for purchase of equipment, furnishings and major expenditures; assists in the preparation and review of the College budget; processes all employment applications; reviews all financial printouts, and monitors and exercises fiscal accountability for the College; and reviews all proposals for financial assistance to cadets, including cadet medical assistance, cadet loans and grants, etc. Finance Council is responsible for strategic planning in the finance areas at the college.

- Membership:*
- Training Principal, *Chair*
 - Assistant Training Principal
 - Director of Business Administration & Development
 - Director of Education
 - Director of Continuing Education
 - Director of Mission & Ministry
 - Director of Personnel
 - Rotating Cadet Representative(s)

Frequency: Weekly during academic year (*as needed during the summer*).

Policies and Procedures in the College's Organizational Structure:

- To process all requisitions for purchase of equipment, furnishings and major expenditures.
- To assist in the preparation and review of the College budget.
- To process all employment applications and personnel actions such as promotions, wage increases, terminations, resignations, and retirements.
- To review all financial printouts, and to monitor and exercise fiscal accountability for the College.
- To review all proposals for financial assistance to cadets, including cadet medical assistance, cadet loans and grants, etc.

Academic Council

The Academic Council is an interdepartmental council that meets to review and recommend curriculum policy and procedure changes, discuss changes in educational trends and pedagogy and the means of addressing the issues within the context of the CFOT curriculum. The council also reviews and recommends the acquisition of materials for the library and reviews library procedures and services.

- Director of Education, *Chair*
- Director of Continuing Education
- Education Officers
- Academic Records Specialist
- Education Department Administrative Aide
- Director of Library Services
- Mission and Ministry Department Representative
- Personnel Department Representative
- Institutional Effectiveness Representative
- First-Year Session Cadet Representative
- Second-Year Session Cadet Representative

Membership:

Frequency: Monthly during academic year (*as needed during the summer*).

Policies and Procedures in the College's Organizational Structure:

- The Academic Council meets once a month during the academic school year. Agenda items are generated from members, recommendations from other councils and Program Review/Curriculum Review submissions.
- Recommendations made and approved in the Academic Council are sent to the Executive Council for consideration and approval.
- Policies and/or procedures approved in the Executive Council will be incorporated into the Manual for Instructors for the College for Officer Training. Items requiring College governance action, will be forwarded by the Executive Council to the Board of Directors for consideration and approval.
- Executive Council approval of matters that are not policy and procedures or part of the Program and Curriculum Review process will be followed through by members in the Education Department.
- All actions and recommendations of the Academic Council are to be recorded in minutes and conveyed to the Executive Council for appropriate action.

Personnel Council

The Personnel Council is an interdepartmental council that meets to review and recommend personnel policy and procedures, discuss collective cadet concerns and means of addressing the issues. The council adopts a proactive approach in anticipating and addressing cadet needs and concerns. The council also recommends academic scholarships.

- Director of Personnel, *Chair*
- Personnel Officers
- Director of Family Care Center

Membership:

- Business Administration & Development Representative
- Education Development Representative
- Mission & Ministry Development Representative
- Personnel Department Administrative Aide

Frequency:

Monthly during academic year (*as needed during the summer*).

Policies and Procedures in the College's Organizational Structure:

- Agenda items are generated from members, recommendations from Personnel Staff Meetings, recommendations from the Cadet Council and if items are sent from the Executive Council for review.
- Recommendations made and approved in the Personnel Council are sent to the Executive Council for consideration and approval.
- Any policy and/or procedures approved in the Executive Council will be incorporated into the Personnel Manual for the College for Officer Training.
- Executive Council approval of matters that are not policy and procedures will be followed through on by members in the Personnel Department.
- All actions and recommendations from the Personnel Council are to be recorded in minutes and conveyed to the Executive Council for appropriate action.

Personnel Council Agenda Items:

- Monitoring Cadet Life and identifying factors that need to be enhanced, maintained or changed.
- Consideration and recommendation of any system/process changes in Spiritual Formation.
- Consideration and recommendation of any system/process for cadet and family wellness, i.e. health, fitness, mental health, etc.

Cadet Council

The Cadet Council was designed as a forum for cadet concerns to pass from cadets and Session Meetings to the Cadet Council who would in turn communicate these concerns to the College Administration so they can be dealt with expeditiously. Similarly, it is a group where information from the College Administration can be passed onto the Cadet Council members to disseminate to all cadets. Specific purposes of the council are: To promote communication between the cadets and the College Administration, and to promote the best interest of the College and the cadet body through positive recommendation and planned projects by Administration.

The Council meetings shall be held monthly. A tentative schedule will be recommended at the first Council meeting of each school year, and submitted to Administration for approval. Special meetings may be called by the Chair with the approval of the advisor. A meeting may not be held unless the council advisor or the alternate is present. All actions and recommendations from the Cadet Council are to be recorded in minutes and conveyed to the Personnel Council for appropriate action.

- Membership:*
- Second-year session president, *Chair*
 - First-year session president, *Vice Chair*
 - Four at-large cadet members* (*two from each session*)
 - Advisors (*Director of Personnel & Assistant Training Principal*)

*Criteria for At-Large Membership

- Cadets are elected for terms of one school year.
- Cadet Council members will be elected in the third week of the fall quarter classes.
- A 2.0 grade point average must be maintained to remain on the Cadet Council.
- It shall be the duty of the duly elected members of the Cadet Council to report to the cadet body concerning the activities and recommendations of the Council.

Frequency: Monthly during academic year (*as needed during the summer*).

Meetings

The Council meetings shall be held monthly. A tentative schedule will be recommended at the first Council meeting of each school year, and submitted to Administration for approval. Special meetings may be called by the Chair with the approval of the advisor. A meeting may not be held unless the council advisor or the alternate is present. All actions and recommendations from the Cadet Council are to be recorded in minutes and conveyed to the Personnel Council for appropriate action.

Officer Duties

The following officers from council members of either session, except chair and the vice chair, shall be elected by closed ballot and majority vote of the council members.

- (a) The Chair's duties shall be to preside over all meetings of the Cadet Council, acting as its executive officer. The chair shall receive a copy of the meeting minutes to approve and sign. The chair is responsible to see that the cadet body is informed of the Executive Council's decisions on Cadet Council recommendations.
- The Vice Chair's duties shall be to preside over Cadet Council meetings in the absence of the chair, and assume responsibility for social functions sponsored by the Cadet Council.

- Secretary: whose duties shall be to compile all council minutes and reports, is also responsible for the distribution of council minutes to the Training Principal, council advisor, members of the officer staff, as well as posting the minutes on the bulletin boards and in the library.
- Treasurer: whose duties shall be to handle all Cadet Council finances.
- Chaplain: whose duty shall be to bring devotions at all Cadet Council meetings.

Policies and Procedures in the College's Organizational Structure:

- The council is advisory in nature and has no power to effect policies or change established rules of the College.
- The council members shall, on their own initiative or upon the request of the Training Principal or the advisor, report the views and opinions of the cadets on such matters as affect the cadet body as a whole.
- The council members shall support Administration in interpreting decisions and matters referred to the Cadet Council.

Coordinating Council

The Coordinating Council coordinates the activities and programs of all major departments, divisions and sections of the College; reviews the College calendar, and make necessary adjustments, and makes proposals and suggestions for scheduling of future activities.

- Membership:*
- Assistant Training Principal, *Chair*
 - All CFOT Officers
 - All Employee Faculty
 - CFOT Employees (*participation optional*)

Frequency: Weekly during academic year (*as needed during the summer*).

Policies and Procedures in the College's Organizational Structure:

- To coordinate the activities and programs of all major departments, divisions and sections of the College.
- To review the College calendar, and make necessary adjustments.
- To make proposals and suggestions for scheduling of future activities.

Employee Council

The Employee Council serves as a means of representing employees, promoting communication between employees and College administration, and provides a forum for employee concerns to be discussed. The council also assists in planning special events.

- Membership:*
- Elected Employee,* *Chair*
 - Elected Employee,* *Secretary*
 - All CFOT Employees
 - Business Officer/HR Liaison (*ex-officio*)

**Chair and Secretary are proposed by Executive Council and approved by majority of employees and will serve for a two-year term.*

Frequency: Quarterly during academic year (*additionally as needed*).

Policies and Procedures in the College's Organizational Structure:

- The committee's main focus is to promote effective communications, information sharing and relations with employees.
- Agenda items can be generated from members of the committee or from any employee of the College.
- At the discretion of the committee chair, the Training Principal is briefed regarding important campus wide issues needing attention.

Review Council

The Review Council is responsible to review the overall progress of each cadet toward the goal of spiritual maturity, character, knowledge and capabilities that will enable the cadet to sustain and advance the mission of The Salvation Army as an officer. This includes the Ministry Develop Plan as well as the formal Cadet Review program. The council is responsible to make recommendations for cadets to be placed on probation, or given other disciplinary action.

<i>Membership:</i>	<ul style="list-style-type: none">• Training Principal, <i>Chair</i>• Director of Personnel, <i>Secretary</i>• Assistant Training Principal• Director of Business Administration & Development• Director of Education• Director of Mission & Ministry• Family Care Director (<i>called as needed</i>)• Cadet's Personnel and/or Brigade Officer (<i>Called as needed</i>)
<i>Frequency:</i>	Three times a year (<i>additional meetings are called based on a recommendation from the Executive Council to assist with, discipline or remove disciplinary procedures for an individual cadet</i>)

- Review Council is schedule three times for each cadet session during their two years on campus. Therefore with two sessions, the council is scheduled to meet three times a year.
- Additional meetings are called based on a recommendation from the Executive Council
- to assist with, discipline or remove disciplinary procedures for an individual cadet.

Policies and Procedures in the College's Organizational Structure:

- During the Review Council, each cadet is reviewed by the committee based on personal observations, a cadet's self evaluation and peer evaluation (Cadet MDP).
- Notes are taken by an assigned Personnel Officer on the discussions held. Following the Council the Personnel Officer will write a formal report summarizing the evaluation and then schedule an interview with the respective cadet to go over the review.
- Recommendations for proactive interventions with counseling, academic tutoring or other resources are made available based on the review.
- Recommendations requiring financing approvals will be processed through the Command Finance Council.
- Formal written reviews are made available as a resource to the Appointment Council, while the final review of a cadet is submitted to his/her permanent file at Territorial Headquarters and his/her first Command Head.

CFOT MEETINGS

Cadet Session Meetings

The Cadet Session Meetings are formal organizational, informational, and planning meetings for the cadets. The first year session meets independently from the second year session. Both sessions work in cooperation on various fund-raising projects. Session meeting minutes are distributed to all Officer Staff at the College for Officer Training.

- Membership:*
- Cadet President
 - Cadet Vice President
 - Cadet Secretary
 - Cadet Treasurer
 - Ex-Officio Officer

Frequency: Quarterly

Policies and Procedures in the College's Organizational Structure: See Cadet Manual

Discipleship Leaders Meeting

The Discipleship Leaders Meeting meets approximately once a quarter to discuss Discipleship Program matters including materials, programming, and feedback from cadets.

- Membership:*
- Director of Personnel
 - Discipleship Group Leaders

Frequency: Quarterly

Faculty In-Service Training Meeting

The Faculty In-Service Training Meetings meets every other month for instruction on educational matters including classroom pedagogy, grading, accreditation, best-practices, etc. All faculty members are required to attend.

- Membership:*
- Director of Institutional Effectiveness, Chair
 - All CFOT Faculty

Frequency: Bi-monthly

Officer Staff Meeting

The Officer Staff Meeting meets weekly to provide means, instruction, and disciplines intended towards deepening the officers faith and furtherance of their spiritual growth.

Membership:

- Assistant Training Principal, Chair
- All CFOT Officers

Frequency: Weekly (*except in weeks Coordinating Council Meets*)