



2025-2026

# SFOT CATALOGUE

THE SALVATION ARMY

*School for Officer Training*

Singapore, Malaysia, Myanmar & Thailand Territory



THE SALVATION ARMY  
**SCHOOL FOR OFFICER TRAINING**

**SFOT Singapore Campus**

500 Upper Bukit Timah Road

Singapore 678106

Telephone: +65 6349 5332

web: [www.salvationarmy.org.sg/school-for-officer-training/](http://www.salvationarmy.org.sg/school-for-officer-training/)

**SFOT Myanmar Campus**

50 Byaing Ye O Zin St.

Tamwe Township Yangon, Myanmar

web: [www.salvationarmy.org.mm](http://www.salvationarmy.org.mm)

Any questions regarding this catalogue can be directed to Lt. Colonel Stacy Cross, Territorial Education Secretary ([stacy.cross@smtt.salvationarmy.org](mailto:stacy.cross@smtt.salvationarmy.org)). Though every effort is made to ensure this publication is accurate, the school reserves the right to change policy and practice when necessary. Such changes will be communicated to all appropriate constituents. Recognition to The Salvation Army USA Western Territory College for Officer Training for resourcing material for this publication.

# WELCOME TO SFOT

## Message from the Training Principal – Major (Dr.) Grant Sandercock-Brown



Dear Proclaimers of Transformation,

Welcome in the name of Jesus! I am so glad that you have followed God's call and will join us at the School for Officer Training. We may come from different nations, but we are united in our Lord and Saviour and our desire to serve him.

Your time at the School for Officer Training in Singapore and Myanmar will indeed be a journey of transformation for you and the diverse communities of which you are a part. I pray that as you immerse yourself in God's Word and study and reflect on how to live and proclaim the gospel that God will be at work in you, equipping you "with everything good for doing his will, and may he work in you what is pleasing to him" (Heb. 13:21).

These two years may challenge you in all sorts of ways, but as you prepare for the ministry of Salvation Army officership I encourage you to embrace all the experiences of training be they academic, practical, or ministry opportunities knowing that the God who called you walks with you and is at work in you as you do so.

May God bless you!

## Message from the Territorial Leaders – Colonels Richard & Ann Borrett



Dear Cadets,

God has called you to this moment in your lives—a time set apart from the world so that you may be equipped and prepared for the mission He has entrusted to you. Your sessional name, **Proclaimers of Transformation**, will become very special to you. It represents something of your shared identity, but we pray it will also become embedded in your hearts, individually.

Our world has never been more in need of transformation. Never more in need of the witness we bear that the power for this transformation is found only in Jesus.

In his letter to the Romans Paul urges his readers not to conform to the patterns of this world but to: *be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good acceptable and perfect.* Romans 12:2

Your time at SFOT is a once-in-a-lifetime opportunity—an intentional season set apart for the renewal of your mind, and for growth in every area of life. It prepares you to step into the world as a living testimony to the transforming power of Christ.

The life you are preparing for is not one of ease. This season of transformation—and the ministry that lies ahead—will place many demands on you. Challenges will come, but strength for each one will be found in the abiding, transforming presence of Jesus. And the joy of witnessing His hand at work, despite our own limitations, is beyond measure.

Now is the time to put down deep roots in Christ. Every class, every placement, every meeting is an opportunity to receive what God has prepared for you—but this growth is not automatic. Your response to the Lord's grace is essential. We urge you to fully embrace the Spiritual, Theological, and Missional formation offered through the SFOT programme.

The world needs you. The Salvation Army needs you. We thank God for calling you—and for your faithful response to that call.

So, give your all to your training and your studies. We are confident that 'He who began a good work in you will carry it on to completion at the day of Jesus Christ.' (Philippians 1:6).

Jesus is faithful! In his name we pray God's blessing upon each one of you.

# LEADERSHIP AND GOVERNANCE

## LEADER DEVELOPMENT BOARD AND SFOT & OFFICER EDUCATION COUNCIL

As the only body that has direct oversight of the development of Officers, Envoys and lay leaders in the Territory, the Territorial Leader Development Board (TLDB) plays an important role in providing Territorial Leadership with accurate and timely information in respect of the strategic development of The Salvation Army (TSA) Officers, Envoys and Local Officers.

The purpose of the TLDB is to monitor the development of identified Officers and Envoys within the territory, ensuring that those leaders will grow in their discipleship, flourish in their leadership, and achieve agreed mission and personal objectives related to their respective appointments and potential future appointments.

TLDB is the governing body for the School for Officer Training. The TLDB oversees the development of all Cadets, Envoys and Officers, ensuring that their personal development plans are realized, and steady progress is being made. TLDB is the governing body for the School for Officer Training.

### Leader Development Board Members

APPOINTMENT	LEADER DEVELOPMENT BOARD/ SFOT/CFOT & OFFICER EDUCATION COUNCIL
Territorial Secretary for Women's Ministries (Chairperson) / Territorial Secretary for Leader Development/Education Secretary	Lieut. Colonel Stacy Cross
Territorial Training Principal (Alt. Chairperson)	Major Grant Sandercock-Brown
Territorial Secretary for Business Administration	Major David Erickson
Regional Director of Women's Ministries, Regional Leader / Personnel Officer (Singapore)	Major Tan Bee Geok
Territorial Secretary for Programme	Major Susie Erickson
Territorial Secretary for Personnel	Major Brenda Tan
Regional Director of Women's Ministries, Regional Leader / Personnel Officer (Myanmar)	Major Ngurthanchhing
Regional Director of Women's Ministries, Regional Leader / Personnel Officer / Project Officer (Malaysia)	Captain Fiona Loh
Assistant Training Principal	Major Sharon Sandercock-Brown
<i>Minutes Secretary</i>	Ms. Vivien Lim

### School for Officer Training Full Time Staff

Major (Dr.) Grant Sandercock-Brown	Training Principal
Major Sharon Sandercock-Brown	Assistant Training Principal Spiritual Life Formation Coordinator
Captain Carmen Ng	Ministry Formation Coordinator Singapore
Captain Lalrindiki	Integrative Training Officer
Major Lalsangliana	Administrative Business Services Officer
Major Nan Nu	Spiritual Life Formation Coordinator Myanmar
Captain Htun Aung	Theological Formation Officer
Captain Tlim Cawi	Home Officer & Child Protection Officer
Lieutenant Ruby Land	Ministry Formation Coordinator Myanmar
Michelle Chan	Administrative Aide

# CADET SESSIONS

## 2024-2026 Keepers of the Covenant Session



Cadet Biak Nun Tawn  
Cadet Esther Law Jia Xin  
Cadet Jacob Fung Chee Yu  
Cadet Lalnunhlimi Jessica  
Cadet Ruth S Daniel  
Cadet Van Lal Hnem Thiang Gracy

## 2025-2026 Proclaimers of Transformation



Cadet Aung Kyaw Thu  
Cadet Joanna Yu Bing  
Cadet Hnin Hnin Kywe (Eunice)  
Cadet Lal Biak Dingi  
Cadet Lal Nun Puii  
Cadet Lalrosangi  
Cadet Alvin Lee Kah Haw  
Cadet Becky Lurence  
Cadet Phway Phway Ko  
Cadet Hymer Shan Shizhen  
Cadet Rawngbawlliana  
Cadet Saw Pyae Phyo Lin  
Cadet Vanlalruata  
Envoy Kelvin Ow

## KEY DATES

<b>Event</b>	<b>Term</b>	<b>Start Date</b>	<b>End Date</b>
POT Orientation		Monday July 7, 2025	Friday July 11, 2025
Welcome of Cadets		Sunday 13 July, 2025	
Semester 1		Monday July 14, 2025	Thursday November 7, 2025
Semester 1	Term 1	Monday July 14, 2025	Thursday Sept 4, 2025
Mid Term Break		Sunday Sept 7, 2025	Saturday Sept 13, 2025
Semester 1	Term 2	Monday Sept 15, 2025	Thursday November 7, 2025
End Term Break		Saturday 8 Nov, 2025	Wednesday 19 Nov. 2025
Christmas Intensive		Thursday November 20, 2025	Thursday Dec 25, 2025
Christmas Break		Thursday December 25, 2025	Saturday January 3, 2026
Semester 2		Monday 5 January 2026	Friday 15 May 2026
Semester 2	Term 1	Monday 5 January 2026	Thursday 5 March 2026
Chinese New Year Singapore Campus		Monday 16 Feb, 2026	Friday 20 Feb, 2026
Cadet Campaigns		Sunday 8 March 2026	Sunday 15 March 2026
Thingyen Water Festival Myanmar Campus		Monday 13 May, 2026	Friday 18 May, 2026
Mid Term Break		Monday 16 March 2026	Sunday 22 March 2026
Semester 2	Term 2	Monday 23 March 2026	Friday 15 May 2026
SFOT Retreat & Commissioning Prep		Monday 18 May 2026	Wednesday 20 May 2026
Ordination and Commissioning		Saturday 23 May 2026	
Social Out Placement		Monday 25 May 2026	Sunday 21 June, 2026
2nd yr Cadet Furlough		Monday 22 June 2026	Wednesday 9 July, 2026

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## GENERAL INFORMATION

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

### BRIEF HISTORY OF SFOT

The Salvation Army is one of the largest non-profit Christian humanitarian organizations in the world with permanent centres of operation in 134 countries. Founded in 1865, its objectives have remained constant and are emphasized in its international mission statement:

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

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

Within each geographic region around the world, The Salvation Army maintains schools and colleges for the purpose of training cadets to enter full-time ministry as Salvation Army officers. The School for Officer Training, Singapore, Malaysia, Myanmar and Thailand Territory, operates two campuses in Singapore and Yangon Myanmar.

The first training school in Singapore was built at 207 Clemenceau Avenue in the 1930s. On 4 April 1939, Brigadier H. A. Lord the Singapore Leader and Training Principal commissioned seven cadets of the Enthusiast Session as Lieutenants.

Myanmar's first training college for Salvation Army Officers began in Yangon in 1985, although a lack of space, equipment and teaching personnel presented teething issues. Nevertheless, 16 Cadets began their training.

### PURPOSES OF THE SALVATION ARMY

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

for the needs of humanity. This is referred to as having a, "Blood and Fire" spirit for the mission of The Salvation Army.

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

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

### DOCTRINES OF THE SALVATION ARMY

The Salvation Army's strong emphasis on regeneration and sanctification, conviction that the gospel is for the whosoever, and concern for humanity's free will all find their roots in Methodism and the teachings of John Wesley. The Salvation Army's 11 Doctrines are an expression both of personal faith and a common vision. They are consistent with the classical Christian creeds and identify Salvationists as members of the body of Christ on earth. The 11 doctrines are:

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

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

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

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

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

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

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

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

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

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

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

## COLLEGE MISSION AND VISION

### **Mission Statement**

To develop men and women of God committed to the mission of The Salvation Army through personal holiness, the proclamation and teaching of the Word of God, and professing the love of Jesus through caring for people—all to the delight of God.

### **Vision Statement**

To equip men and women to fulfil the ministry of an officer of The Salvation Army. To this end, the School For Officer Training seeks to develop Cadets in academic competence, spiritual formation and practical ministry skills.

### **Vision for Academic Excellence**

Consistent with its mission, SFOT provides cadets with the opportunity to gain necessary skills and knowledge through an academic program of the highest quality and rigor in line with The Salvation Army’s Orders and Regulations for the Training and Development of Officers.

Whether it be in the classroom, on-campus practicum experiences, or off-campus internship opportunities, academic excellence at SFOT 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, SFOT 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, SFOT’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.

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

## INSTITUTIONAL STUDENT 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 the knowledge necessary to ‘advance the Kingdom of God and sustain the mission of The Salvation Army.’ This will require comprehensive knowledge of the following areas:

- 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)

To facilitate the achievement of these 12 Institutional Student Learning Outcomes, SFOT is committed to providing the following:

- A vital Christian environment built upon Wesleyan holiness principles.
- High quality integrated spiritual development, learning, and living programs.
- Mission-driven classroom and field experiences.
- Strategic plan-based budget and resourcing of programs to support the mission of SFOT.

## GENERAL EDUCATION FRAMEWORK

SFOT’s General Education framework is designed to ensure the development of the broad knowledge, skills, and competencies that are foundational to the cadets’ studies and key to effectiveness as a Salvation Army officer, namely, communication, quantitative reasoning, critical thinking, information literacy, civic responsibility, and the ability to engage with diverse perspectives.

## DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY STATEMENT

The School for Officer Training will be a place that celebrates the imago Dei of all humanity. Richness in diversity and unique contributions of culture are valued and celebrated, as together the fabric of community reflects beauty in the Kingdom of God. All individuals will be educated, equipped, valued, encouraged to thrive, and become the follower of Jesus they are called to be.

The Diversity, Equity, Inclusion, and Accessibility Officer serves as a catalyst to leverage best practices and to promote a culture of inclusion where individuals from all racial and ethnic identities, ages, nationalities, social and economic status, and physical ability can thrive and be engaged in the training college experience. Any questions or concerns regarding DEIA should be addressed to the DEIA Officer.

## PARTICIPATORY GOVERNANCE

### Purpose and Process

The School is committed to promoting communication and information sharing among and between the various councils of the School to enhance the quality of decision-making. Informed decisions are a product of engaging people representing important functions and expertise at the School and providing an opportunity for input, discussion, and review of important matters.

### Leader Development Board

The Leader Development Board serves as the official governing body of SFOT. The Board’s Terms of Reference refer to the Board as the “educational authority for the College,” an educational unit of The Salvation Army, whose responsibilities include the oversight of education and training at the College. The Board’s powers include approval of the curriculum and the training and field experience as well as being responsible for the overall quality, integrity, and financial stability of the College. The Board is also required to ensure that the religious and moral content of the College’s programs and courses of study are consistent with Salvation Army beliefs and principles.

### SFOT Management Council

The SFOT Management Council is the primary decision-making council on the campus. The SFOT Management Council has an additional responsibility in consultation with the Training Principal for determining those matters that also need to be referred to the Leader Development Board for a board decision. These are usually the more substantive issues and/or policies that require additions or revisions to mission, program, staffing or budget. Every effort is made by the Leader Development Board and the SFOT Management Council to match meaningful and appropriate data with informed decision-making.

### Constituent Participation

The goal of SFOT is to appoint cadets, officers, and staff representatives to the Council 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 SFOT and its cadets. The council process at SFOT is vital to its effectiveness.

## WEEKLY SCHEDULE

In addition to the regularly scheduled classes, the SFOT weekday schedule includes:

- Assembly
- Chapel services
- Prayer & 24/7 Word and Prayer
- Bible Study
- Personal devotional time
- House duties

Sundays fall into two categories:

- *Spiritual Day*: A private Sunday designed specifically for cadets. Leaders will be either the Territorial Commander, Chief Secretary or Training Principal.
- *Out-Sunday*: Public ministry and ministry observation opportunities. Out-Sunday schedules vary according to activity and location.

# ADMISSIONS

## ADMISSIONS PROCEDURES

The School for Officer Training exists solely for the purpose of training men and women for fulltime ministry as Salvation Army officers. As such, admission to SFOT is only granted to those who meet the specific qualifications and have completed the application/candidacy process. SFOT does not accept admission applications directly.

Those wishing to become a Salvation Army officer must be a soldier (member) of The Salvation Army for at least one-year and receive support from their corps officer(s) and Regional leadership before receiving acceptance from the Territorial Candidates Board.

Applicants must have reached his/her 21<sup>st</sup> birthday prior to entering SFOT, be of good moral and spiritual character, have three years sobriety, demonstrate leadership ability and emotional stability, be able to complete a minimum of 10 years or more of active service following commissioning before the official retirement age, and be in good physical health. All applicants must complete the pre-training non-credit course.

Applicants must have:

- Singapore – A minimum of "O" level with Five (5) passes or satisfactory\* equivalent achievement
- Malaysia – A minimum of Sijil Pelajaran Malaysia (SPM), or the Malaysian Certificate of Education with Five (5) passes or satisfactory\* equivalent achievement
- Myanmar – A minimum of Grade 10 (equivalent to Singapore "O" Level/Malaysia SPM) or satisfactory\* equivalent achievement
- Thailand – A minimum of Matthayom 6 (equivalent to Singapore "O" Level/Malaysia SPM) or satisfactory\* equivalent achievement

\* Satisfactory in the judgement of the Territorial Candidate Board. Other educational achievements will be considered at the Board's discretion.

SFOT requires official transcripts from any colleges/universities/vocational training attended for screening, advising, and placement purposes. Official certified true copies of academic records issued by the institution of study or relevant government body will be accepted, as original notarized copies are not acceptable. In addition, translations must be submitted for all transcripts not officially issued in English. These must be in the same format as the original language documents (line by line and word by word) be typed, and

be evaluated by an approved credentials/transcript evaluation service.

More information on becoming a Salvation Army officer and the application process can be found by contacting the Regional or Territorial Candidates Secretary.

## CITIZENSHIP

The applicant should apply for training in the country where he/she is a citizen or accepted legal resident (preferred, not required).

## STUDENT PASS

In Singapore, Cadets from countries outside of Singapore will apply for a Student Pass. The School for Officer Training is a Privately-Funded School in Singapore.

Cadets do not need to apply for a Student Pass if he/she holds a valid Dependant's Pass, Long-Term Visit Pass or Immigration Exemption Order.

## WORK EXPERIENCE

Applicant's working experience can be an added advantage for Officership, but should not be the definitive factor for the application.

## NATIONAL SERVICE

Where applicable, the mandatory National Service must be given priority and fulfilled according to each country's law before acceptance of Officer training.

## PLACEMENT EXAM EMOTIONAL HEALTH ASSESSMENT

Working knowledge of English (i.e. speaking, reading, writing) is preferred. After acceptance as a candidate, an English Proficiency Test and an Emotional Health Assessment is conducted by the School for Officer Training. This will not effect the acceptance.

## READMISSION

A cadet who has left SFOT for any reason must reapply through their Regional Headquarters to the Territorial Candidates Board. Each case for readmission will be considered on an individual basis.

## COST OF TRAINING

All costs related to tuition, course materials, official travel, and room and board are supported in total by funds from Territorial Headquarters.

Candidates should be advised to have sufficient personal savings for personal expenses for the two (2) years of training.

SFOT does not participate in any government financial aid programs. Cadets are required as part of their enrolment budget process to inform the SFOT about financial assistance from other sources applicable to costs at SFOT.

## CADET SUPPORT SERVICES

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

### MEDICAL COVERAGE

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

### EMERGENCY AND CRIME REPORTING

Campus security and the safety of the cadets, their families, the faculty, and volunteers of the School for Officer Training is a priority for administration. SFOT has in place policies and procedures to document and respond and report any crimes and emergencies.

#### General Procedures

All individuals on campus are encouraged to report all crimes and public safety related incidents to the Home Officer in a timely manner. Any life-threatening emergency or crime should be reported to emergency services and/or the police. To report a non-emergency security or public safety matter, contact the Home Officer.

All SFOT incident reports are forwarded to the Integrative Training Officer for review and potential action. The Home Officer and the Integrative Training Officer will proceed with a thorough investigation, then report findings to the proper authorities.

### SFOT LIBRARIES

The School for Officer Training Singapore and Myanmar campuses both house libraries.

The Singapore campus library resources, including the catalogue, are available on-line via the Populi Learning Management System.

Both libraries are open with a self-checkout option from 9-10PM daily.

All students have access to The Salvation Army Eva Burrows Library in Australia which includes access to EBSCO & Proquest ebooks.

### LOGOS BIBLE SOFTWARE

Students have access to a Logos 10 Bible Software license Methodist Wesleyan Silver Library (262 resources). In addition, Salvation Army history, theology and resource books. Logos translation software translates Logos electronic resources into Mandarin, Burmese, Tamil and other languages spoken in the SMMT Territory.

### ACADEMIC SUPPORT

The Salvation Army School for Officer Training provides a variety of academic services from tutoring, English oral and written communication support, and academic counselling. Cadets should contact the Theological Formation Officer for additional information on these services.

### TRANSCRIPTS

Official and unofficial transcripts are available in the SFOT Populi Learning Management System. To avoid unnecessary requests and expenses, graduates should check with the institution to which they are applying before requesting transcripts from SFOT

# POLICIES

## STATEMENT OF FAITH

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

## STATEMENT OF ETHICS

All campus constituents are expected to demonstrate an inherent respect for all other persons, hold the teaching and learning process in high esteem, demonstrate collegial and individual responsibility for teaching, learning, spiritual formation and campus decision-making, support the spiritual and personal growth of each cadet, and to be fair, honest, and open, and act in accordance with the core values of SFOT. In addition, campus constituents are expected to practice environmental and financial stewardship.

## CADET CONDUCT

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

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

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

It is expected that each cadet will pursue self-improvement and develop his or her full personal potential. SFOT encourages independent intellectual effort, while not tolerating dishonesty, cheating, or plagiarism in any form. The policy is that no cadet be allowed to continue as a cadet, who is proven guilty, while in training, of any unethical conduct such as dishonesty or immorality.

This would include any other conduct which renders the cadet, in the judgment of the Training Principal, unfit to be a representative of The Salvation Army. See later

sections for further specific statements on academic honesty.

## ACADEMIC FREEDOM POLICY

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

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

SFOT follows these principles in its practice of academic freedom:

- Members of the faculty are entitled to the rights and privileges and bear the obligations of academic freedom in the performance of their duties. Members of the faculty are free to pursue truth and knowledge within their academic areas of instruction, in their writings, and public statements in their fields of professional competence.
- Faculty members should always strive for accuracy, appropriate restraint, and respect for the opinions of others.
- Faculty members are entitled to freedom in the classroom in discussing their subjects. Faculty should be careful not to introduce controversial matters which have no relation to the subject or may unnecessarily or prematurely hurt the development of cadets intellectually, spiritually, emotionally, or socially.

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

The only complaints that will be considered are those alleging faculty violations of professional standards in the discipline or advocating positions incompatible with those commitments articulated in the documents that are central to SFOT's identity as a Christian college, and then only when the evidence supporting the allegation is more substantial than rumour, inference, or hearsay. Such alleged violations should be referred to the Training Principal who may recommend a sanction ranging from counselling to removal from teaching duties.

A faculty member who believes his or her academic freedom has been unduly restricted may pursue resolution via a review and recommendation by the Training Principal for a response and decision by the SFOT Management Council.

## FACULTY DISCIPLINARY PROCEDURES

Alleged violations of the Statement of Ethics policy or the Academic Freedom policy should be lodged (i.e., documented in writing) with the Training Principal who may recommend to the SFOT Management Council a sanction ranging from counselling to removal from teaching duties.

## NON-DISCRIMINATION POLICY

The Salvation Army is an Equal Opportunity Employer and committed to providing a respectful environment for all applicants and employees that is free from unlawful discrimination or harassment based on age, race, colour, religion, sex, national origin, marital status, disability, citizenship, sexual orientation, gender identity, gender expression, or any other characteristic protected by law. Such equal opportunity for employment will apply to recruitment and hiring, training, promotion, salaries and other compensation, transfers and layoffs or termination.

While The Salvation Army does not always consider religion in making employment decisions, as a religious organization, a branch of the Christian church, The Salvation Army reserves the right to make specific employment decisions and adopt employment policies that take into account the religious and moral principles for which it is established and maintained. Further, by accepting employment with The Salvation Army, an individual recognizes that The Salvation Army is a church, agrees to do nothing to undermine its religious mission, and acknowledges that his or her conduct must not conflict with or undermine the religious activities of The Salvation Army, or its religious and moral principles.

## SFOT GRIEVANCE PROCESS

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

1. When it is an issue involving the cadet body, the problem should be discussed within the Cadet body after discussion with the cadet advisor.
2. Other matters should be brought to the officer bearing responsibility in the area involved.

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

- Primary Advisor
- Assistant Training Principal/Integrative Training Officer
- Training Principal

The established grievance procedure for the resolution of cadet and employee complaints is also utilized for discrimination questions. The Assistant Training Principal/Integrative Training Officer is designated to coordinate non-discrimination compliance efforts and to investigate grievances as they relate to cadets.

## SEXUAL HARASSMENT PREVENTION POLICY

Cadets have a responsibility to report any incidence of sexual harassment and are expected to abide by The Salvation Army's Policy on Sexual Harassment. All cadets are required to comply with the Sexual Harassment Prevention training.

## ALCOHOL, TOBACCO, & ILLEGAL DRUGS

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

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

## WEAPONS POLICY

The possession or storage of firearms, explosive or incendiary devices, or other weapons on the SFOT campus is prohibited. In Singapore the punishment for any person found in unlawful possession of firearms or ammunition ranges in imprisonment of 5 – 20 years, including caning. Those trafficking in firearms may face the death penalty.

This policy applies to employees, cadets, officers and individuals visiting or conducting business on campus and extends to Salvation Army/SFOT owned vehicles and personal vehicles entering campus.

A weapon is defined as:

- Any device that shoots a bullet, pellet, flare, archery arrow, or any other projectile, whether loaded or unloaded, including those powered by CO<sub>2</sub>. This includes, but is not limited, to archery bows, rifles, shotguns, handguns or other

firearms, BB/pellet guns, flare guns, stun guns, or dart guns and any ammunition for any such device.

- Any replica of the aforementioned items.
- Any explosive device including firecrackers and black powder.
- Any device that is designed or traditionally used to inflict harm (including but not limited to any knife with a blade longer than three inches, hunting knife, fixed blade knife, throwing knives, dagger, razor or other cutting instrument the blade of which is exposed).

## EDUCATIONAL/GRADING POLICIES

Enrolled cadets graduate under the catalogue requirements in place at the time they enter the SFOT. In those cases where requirements or course offerings are modified during the two-year enrolment period, the Theological Formation Officer will work with the cadet(s) to ensure the cadet’s graduation requirements are fairly interpreted and applied to facilitate graduation.

### Semester System

The School for Officer Training operates on the Semester system with 16-weeks of course instruction.

### Duplicate Use of Materials and Assignments

It is expected that cadets will use original written and program materials for all assignments. Multiple use of assignments may be allowed for field education purposes only and will be pre-approved by instructors and Vocational Formation officers.

### Incomplete Course Grade

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

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

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

### Final Grades

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

### Pass/Fail Courses

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

At no time during the term can the cadet change his/her mind and opt for the other way of grading. Pass/fail classes are not entered into GPA determinations.

### Grading System

The following table shows the grading system used at SFOT

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

### Withdrawal From a Course

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

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

A cadet who withdraws from an optional course during the first four class meetings of the semester may do so in consultation with the instructor and Theology Formation Officer with no penalty or record of withdrawal.

### Submission of Assignments

The following guidelines apply:

- Assignments must be done in English, unless otherwise advised, with format required by the lecturers/trainers.
- Assignments submitted later than the deadline will be marked down by 20% each week.
- Extensions of up to 7 days may be granted by the trainer, further extensions require the approval of the TP. Late submission of more than one month will not be accepted and will be considered as failed.
- Plagiarism is a serious ethical issue and unacceptable in an academic field. Cadets who have plagiarized will receive a warning letter, a disciplinary plan and a penalty up to expulsion from SFOT.
- The use of AI tools such as ChatGPT or Grammarly may be used at the discretion of the lecturer, but they must be acknowledged by the cadet.

### Course Failures

In the case of a failing grade in a required course, the cadet may be required to retake the course as a directed study. When this is the case, a written Directed Study Agreement will be developed by the instructor and submitted to the Theology Formation Officer for approval.

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

### Unsatisfactory Course Completion

Though a course is considered completed if a grade of A through D is awarded, at SFOT if a cadet receives a D, the course is considered to be unsatisfactorily completed. In this case, the Theology Formation Officer can recommend that missing assignments be completed

or unsatisfactory assignments be redone to ensure achievement of associated officer competencies. The final grade for the course will not be changed and the initial 'D' will remain on the transcript.

## ACADEMIC HONORS

Cadets who have, over the two years of training, achieved a particular GPA will be placed on the Principal's List as detailed in the following table.

G.P.A.	Level
3.90 or above	Honor
3.75 - 3.89	Distinction
3.60 - 3.74	Merit

## GRADUATION AND COMMISSIONING

Commissioning as an officer in The Salvation Army is granted upon successful completion of all courses required by the Orders & Regulations for the Training and Development of Salvation Army Officers, achievement of a GPA greater than 2.0, and upon recommendation of the Training Principal. Any cadet who fails to satisfactorily complete a course required by the Orders & Regulations for the Training and Development of Salvation Army Officers or who has a GPA lower than 2.0 will need to submit missing (or additional) assignments, as identified by the Theological Formation Officer and the instructor(s), to ensure all associated officer competencies have been achieved.

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

## UNSATISFACTORY ACADEMIC STATUS AND ACADEMIC PROBATION

Placement of a cadet on unsatisfactory academic status or on academic probation is an administrative decision made at the recommendation of the Theological Formation Officer and upon approval by the SFOT Management Council. This decision is made in consultation with the relevant instructors as precipitated by any of the following:

- A cadet fails to maintain a GPA of at least 2.0.
- A cadet receives a "D" in any course.
- A cadet receives an "F" in any course.
- A cadet fails to complete a directed study or submit repeat assignments in a timely manner.

The decision to place a cadet on Unsatisfactory Academic Status or Academic Probation will be based on the consideration of the above factors, the duration for which any have occurred, and any previous placement on Unsatisfactory Academic Status or Academic Probation,

and will be made in consultation with the instructors, and the SFOT Management Council.

When a cadet is placed on Unsatisfactory Academic Status or Academic Probation, they will be notified by the Theological Formation Officer and a plan to remediate the circumstances and assist the cadet in improving their GPA and college standing will be developed. These may include, but are not limited to:

- Assignment to the library on weekday evenings or during other personal time.
- Assignment to staff officer who will act as tutor/or advisor.

Additionally, placement on Academic Probation may result in the following:

- Limit on involvement in extracurricular activities.

When a cadet is on unsatisfactory academic status, the Theological Formation Officer will periodically evaluate the cadet and may recommend to the SFOT Management Council a continuance on unsatisfactory academic status beyond one semester, with the intent of assisting the cadet to acquire the necessary skills to gain satisfactory status and/or for possible recommendation that the cadet be placed on probation for academic reason.

If placement on academic probation persists for two or more consecutive quarters, The Training Principal, in consultation with the Review Council, will decide if recommendation for termination should be made to the Territorial Officer Review Board.

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

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

## ATTENDANCE POLICY

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

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

### Absence/Tardiness Procedure

1. When cadets are going to be absent from any class, seminar, or college activity for any reason, they must notify the instructor/advisor for that activity.

2. When a cadet is either absent from or tardy to a class, seminar, or other school activity the absence or tardiness is registered in the Attendance Record by the instructor. Excessive absences and/or tardies may result in grade or point reductions.
3. Each instructor has the right to determine whether a cadet may attend class via MS Teams or other virtual means.
4. Each cadet is expected to acquaint himself/herself with the college schedule that is posted through Populi and Outlook.
5. Cadets are expected to be on time for all classes, seminars, and events. Excessive tardiness may impact the cadet's grades and academic standing and will be considered in the Cadet Review. When grades are calculated, two tardies equal one absence.

Exceptions:

- a) Service on a SFOT Council or Committee or on or off-campus business that is required by the School and approved by the Theological Formation Officer does not count as an absence.
- b) Cadets may request to participate in class through Microsoft Teams only if they would otherwise be absent class. In this case they must be at home, on video, in uniform, and participate fully, like they would if they were in person. If the classroom standard is not maintained while on Teams, the instructor may still count the cadet as absent.

### Participation

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

### Outcomes for Absence

#### Classes

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

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

## Seminars

The seminars offered by SFOT are required for commissioning as a Salvation Army officer and attendance is required. Doctor's appointments may not be scheduled during any of the seminars. In the event that a seminar must be missed, the cadet must meet with the Theological Formation Officer or seminar coordinator to determine what course of action will be taken to make up the missed seminar.

## Mission and Ministry

The Ministry Formation Officer will record attendance for field education activities and will follow-up with any cadet with frequent absences and tardiness. If absences continue, the cadet will meet with the Training Principal for any action needed. Cadets who have excessive absences will be brought before the Review Council. In the event that a cadet misses one-fourth of Mission and Ministry for any reason, the course will be considered incomplete and arrangements will be made for additional work to complete the course. Cadets absent from more than one Mission and Ministry activity per quarter will complete an equivalent make-up assignment per the approval of the Ministry Formation Officer. Cadets who have not completed required Mission and Ministry activities or make-up assignments will receive a grade of incomplete for Mission and Ministry and will be required to complete the Out Sunday Make-Up assignment. All other Mission and Ministry activities require on time attendance. Two tardies equal one absence and two absences will require an approved make-up assignment.

## Spiritual Formation Activities

Chapel, Bible study, Worldwide Prayer and Assembly form a holistic approach to spiritual formation through the Spiritual Formation I and II courses. As such, attendance at these activities falls under the guidelines for courses described above.

## **MATERNITY/PATERNITY LEAVE**

Cadets should refer to the Cadet Manual for detailed guidelines regarding leave/absences during the postpartum period. Cadets must sign an individualized maternity/paternity leave agreement, endorsed by the Training Principal and Theological Formation Officer. Cadets are responsible for communicating what the arrangements will be in terms of class attendance and participation in spiritual formation and other campus activities.

## **ACADEMIC DISHONESTY**

Academic dishonesty is most often observed as cheating and plagiarism and can occur in any kind of assignment completed for class credit. A Christian intellectual community such as the School for Officer

Training requires the highest standards of integrity, which includes academic honesty. For this reason, SFOT defines the operation of the Rule of Conduct in instances of demonstrated academic dishonesty. At SFOT, academic dishonesty is defined in the following ways:

1. Copying work from other cadets or written materials (books, articles, notebooks, or other sources of material, whether published or unpublished) without proper citations (i.e., plagiarism). This presents the work of others as one's own. This can be further delineated:
  - a) To use the exact language of someone else without putting this quoted material in quotation marks and/or giving its source.
  - b) To present, as his/her own, the sequence of ideas or the arrangement of material of someone else, even though he/she expresses it in their own words. The language may be theirs, but they are presenting and taking credit for another person's work.

When a cadet submits a paper written by another as their own work.
  - d) To present content created by "artificial intelligence" applications, either in whole or in part, as if it were created by the student originally.
2. Providing or receiving unauthorized assistance to or from another (for example, listening to the exact answers to an exam from a previous student).
3. Collaborating on assignments without the instructor's authorization.

Cadets may avoid plagiarism by using appropriate quotation marks and citing the sources of their research and writing.

In cases of academic dishonesty, instructors will review the circumstances with the Theology Formation Officer. If academic dishonesty is confirmed, the assignment will receive a grade of zero with a notation of academic dishonesty. However, the instructor will have the cadet complete the assignment correctly to fulfil the course requirements. Any cadet who cheats or plagiarizes will forfeit any academic award given in connection to the completion of Officer Training.

Since each cadet can check their assignments with Plagiarism.com for unintentionally copied or mis-cited work, intent will generally not be considered in terms of academic dishonesty in all works submitted. In the unlikely event that intent is still not clear upon review, a warning may be given before considering Academic Probation, but the assignment will still receive a grade of zero.

The repercussions for academic dishonesty are as follows:

1. Academic Probation - For an initial act of academic dishonesty.

2. General Probation and Referral to Cadet Review Board  
- For a second act of academic dishonesty.

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

Though significant instruction and guidance is given in the areas of MLA procedures, citation, and research skills, SFOT recognizes that these are new skills to many first-year cadets. As such consideration is given to this resulting in grace and latitude in the application of this policy during a cadet's first semester at SFOT.

## TRANSFER OF CREDIT

A cadet who presents an official transcript of previous college, university or military training courses directly comparable to those of the School for Officer Training may receive credit toward the Officer Training curriculum.

The Theological Formation Officer will determine if the nature, content, and level of credit(s) earned at the sending institution are comparable to those courses and credits offered at SFOT. To approve transfer, courses must have 70% minimum matching content based on but not limited to the course description, syllabus with SLOs, topics, textbooks etc. A 'C' grade or better is required for transfer. All transfers will be approved through the SFOT Management Council.

Official transcripts received through the Territorial Candidates Officer will be audited for all potential transfer courses in the Officer Training curriculum prior to the start of training. Cadets are notified of transferred courses prior to the start of training.

Credit will be accepted only from institutions accredited by a recognized accrediting agency. The international transcript must be evaluated by International Education Research Foundation, Inc., an approved credentials evaluation service. Official transcripts required for transfer must be submitted as part of the admissions process and are retained at THQ Personnel Department.

All courses at SFOT are measured in semester units of credit. Quarter hours are converted to semester units for transfer purposes. Quarter Units divided by 1.5 = Semester Units. Grades do not transfer — only units of credit. A cadet's grade point average is computed only on work completed at SFOT.

SFOT has a residency requirement for courses taken in Theological Studies. All such courses must be taken at SFOT. In addition, due to the nature of the degree program, some SFOT courses formally emphasize ministry applications related to The Salvation Army; this may mitigate course transferability. A SFOT Management

Council subcommittee reviews transcripts to determine and document equivalency.

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

Any questions regarding the transfer of credit should be directed to the Theological Formation Officer.

## INTERNATIONAL TRANSCRIPTS

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

Prior to the application of transfer credit, the international transcript must be evaluated by an approved credentials evaluation service such as University Language Services. SFOT will then make decisions regarding course equivalences and actual transfer ability of such credits.

## INDEPENDENT STUDY

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

## DIRECTED STUDY

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

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

## COMPUTER USAGE

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

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

# DEGREE REQUIREMENTS

Completion of Officers Training is contingent on the successful completion of 72.5 units of core courses and attendance at all required seminars/lectures.

## FIRST-YEAR CORE COURSES

### **Biblical Studies**

BI 100 Introduction to the Old Testament (3 credits)  
BI 105 Biblical Interpretation Exegesis Hermeneutics (3 credits)  
BI 110 Old Testament Exegesis (2 credits)

### **Christian Thought**

CT 100 Theology & Salvation Army Doctrine I (3 credits)  
CT 101 Theology & Salvation Army Doctrine II (3 credits)  
CT 110 Church History Survey (1 credit)  
CT 111 Salvation Army History (1 credit)

### **Mission & Ministry**

MM 100 Vocational Formation I Out Sundays (1 credit)  
MM 101 Vocational Formation II Out Sundays (1 credit)  
MM 110 Ministry Practicum Christmas Intensive (5 credits)  
MM 120 Ministry Practicum Cadet Campaigns (1 credit)  
MM170 Homiletics I (2 credits)  
MM 180 Salvation Army Service Requirements I (2 credits)  
MM 181 Salvation Army Service Requirements II (2 credits)  
MM 190 Supervised Ministry Reflection I (0 credits)  
MM 191 Supervised Ministry Reflection II (0 credits)  
MM 195 Worship and Music In The Salvation Army (1.5 credits)

### **Spiritual Life Development**

SF 100 Spiritual Formation I (1 credit)  
SF 101 Spiritual Formation II (1 credit)

## SECOND-YEAR CORE COURSES

### **Biblical Studies**

BI 200 Introduction to the New Testament (3 credits)  
BI 210 New Testament Exegesis (2 credits)

### **Christian Thought**

CT 200 Christian Ethics (1 credit)

### **Mission & Ministry**

MM 200 Vocational Formation III Out Sundays (1 credit)  
MM 201 Vocational Formation IV Out Sundays (1 credit)  
MM 220 Ministry Practicum Cadet Campaigns II (1 credit)  
MM 210 Ministry Practicum Christmas Intensive II (5 credits)  
MM 211 Social Out Placement (5 credits)  
MM 230 Pastoral Care (2 credits)  
MM 240 Missiology I (2 credits)  
MM 241 Missiology II (2 credits)

MM 250 Social Mission (2 credits)  
MM 260 Christian Leadership (2 credits)  
MM 270 Homiletics II (2 credits)  
MM 271 Homiletics III (2 credits)  
MM 280 Salvation Army Service Requirements III (2 credits)  
MM 281 Salvation Army Service Requirements IV (2 credits)  
MM 290 Supervised Ministry Reflection III (0 credits)  
MM 291 Supervised Ministry Reflection IV (0 credits)

### **Spiritual Life Development**

SF 200 Spiritual Formation III (1 credit)  
SF 201 Spiritual Formation IV (1 credit)

### **Required Seminars and Training**

1. Brengle Holiness Seminar
2. Protecting the Mission
  - Child Protection Policy
  - Vulnerable Adult Protection
  - Sexual Harassment Prevention
3. Mentoring Orientation
4. Lieutenant Continuing Education

## MINISTRY FORMATION

The following describes the ministry formation activities that are incorporated into the curriculum of the School for Officer Training. Ministry formation activities and courses provide a practical “hands-on” experience for the cadets in order to develop and strengthen practical ministry skills.

### **Mission Formation Experience**

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

Ministry Formation courses are graded courses and as such, rubrics and assessments are used to assist in the grading process. The ministry formation rubrics and assessments help to assess development and performance in public ministry and program leadership skills. In addition, each cadet receives a corps and brigade officer evaluation to assist in development as an officer-in-training.

### **Ministry Formation Courses**

#### 1st Year

- MM 100 Vocational Formation I Out Sundays (1 credit)
- MM 101 Vocational Formation II Out Sundays (1 credit)
- MM 110 Ministry Practicum Christmas Intensive (5 credits)
- MM 120 Ministry Practicum Cadet Campaigns I (1 credit)

#### 2nd Year

- MM 200 Vocational Formation III Out Sundays (1 credit)
- MM 201 Vocational Formation IV Out Sundays (1 credit)
- MM 210 Ministry Practicum Christmas Intensive (5 credits)
- MM 211 Social Out Placement (5 credits)
- MM 220 Ministry Practicum Cadet Campaigns II (1 credit)

### **Out Sundays**

Public ministry activities are accomplished by teams of first-year cadets or teams of second-year cadets under the leadership of supervising officers. Cadets observe successful ministry and outreach opportunities in a variety of settings. Each cadet is given opportunities to

share the Gospel of Jesus Christ in a close-knit team formation through organizing and implementing various ministry activities. These experiences provide the cadets with opportunities to gain knowledge applicable to their future appointments as Salvation Army Officers.

### **Regional and Territorial Youth Retreats/Conferences**

First- and second-year cadets are selected to represent the college at the various Regional and Territorial Youth Retreats and conferences around the territory. Cadets are assigned to lead workshops, share their testimonies, give devotionals, lead Bible Studies and interact with the delegates in their capacity as Salvation Army cadets.

### **Mixed Brigades**

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

#### Cadet Campaigns

A Cadet mixed brigade travels to selected corps throughout the SMMT Territory to conduct a week of evangelistic campaigns.

### **First-Year Requirements**

First-year cadets will be assigned to a corps on Sunday for the purpose of observation and development of ministry formation skills. During the first part of the first semester of Out-Sunday Placement, cadets will primarily observe the different elements of worship and leadership. Children will not accompany first-year cadet parents during Out-Sunday assignments.

#### Christmas Intensive I

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

#### Cadet Campaigns

A Cadet mixed brigade travels to selected corps throughout the SMMT Territory to conduct a week of evangelistic campaigns.

### **Second-Year Requirements**

Second-year cadets are assigned to a corps on Sunday for the purpose of development of ministry formation skills. Second-year cadets are involved in progressively more independent activities designed to solidify and affirm their knowledge of the practical aspects of Salvation Army officership, including sermon deliveries.

#### Social Out Placement

Second-year cadets are assigned to designated Salvation Army Social Services Centres for an internship to receive “on-site” training. Supervision is provided by the program officer/manager. Each cadet will experience

ministry in the program as well as understand the policies and administration governing these programs. The Social Outplacement curriculum is an integral part of the total training college experience

#### Christmas Intensive II

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

#### Cadet Campaigns

A Cadet mixed brigade travels to selected corps throughout the SMMT Territory to conduct a week of evangelistic campaigns.

# COURSE DESCRIPTIONS

## Biblical Studies

### **BI 100 Introduction to the Old Testament** (3 credits)

This course invites students to familiarize themselves with the basic formation of the Old Testament: the historical and contextual formation; the literature formation; and the formation of doctrine.

### **BI 105 Biblical Interpretation Exegesis Hermeneutics** (3 credits)

This course is designed to introduce students to the foundational principals of biblical exegesis and hermeneutics. Students will learn to draw meaning from the biblical text in light of historical, genre and literary contextual considerations.

### **BI 110 Old Testament Exegesis** (2 credits)

The main thrust of the course is twofold: its rational objective is to introduce students to the basic elements of Old Testament exegesis, that is the what, why, when, who, and how of the Old Testament texts; and its existential aim of providing students with hands-on experience of doing Old Testament exegesis. This learning process enriches the students' preparation of their future pastoral ministry.

### **BI 200 Introduction to the New Testament** (3 credits)

Along with other biblical subjects, the Introduction to New Testament course aims to give the Cadets a general introduction and a good foundational knowledge and an understanding of the relationship between the Testaments. It also aims to give an understanding of the meaning and theology of the four Gospels, the Acts, the pastoral letters and Revelation and the basis for their faith, practice, preaching, teaching and mission.

### **BI 210 New Testament Exegesis** (2 credits)

The main thrust of the course is twofold: its rational objective is to introduce students to the basic elements of New Testament exegesis, that is the what, why, when, who, and how of the New Testament texts; and its existential aim of providing students with hands-on experience of doing New Testament exegesis. This learning process enriches the students' preparation of their future pastoral ministry.

## Christian Thought

### **CT 100 Theology & Salvation Army Doctrine I** (3 credits)

This course aims to introduce the students to the theology practiced within The Salvation Army. The Salvation Army doctrine (part one) articles one to five will form the framework of the authority of Scripture, the nature of God, the three persons of the Godhead, Christology, and the nature of sin.

### **CT 101 Theology & Salvation Army Doctrine II** (3 credits)

This course aims to introduce the students to the theology practiced within The Salvation Army. The Salvation Army doctrine (part two) articles six to eleven will form the framework of the study of the work of God in salvation, and the necessary response of man to God's action in Christ, the redemptive work of God, the maintenance of salvation, sanctification, eschatology, and after-life issues with an emphasis on the corresponding doctrines of the Salvation Army.

### **CT 110 Church History Survey** (1 credit)

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

### **CT 111 Salvation Army History** (1 credit)

This course traces the history and development of The Salvation Army from its origins to the 21 Century. Emphasis will be placed on the historical context, significant individuals and events, organizational and theological developments that have shaped the mission and ministry of The Salvation Army within the context of societal changes through the past 160 years.

### **CT 200 Christian Ethics** (1 credit)

This course is designed to aid the student in the development of a Christian social ethic that is grounded in the moral life and teachings of Jesus, the biblical vision of the Kingdom of God, and the centrality of discipleship in the development of a transformational social ethic.

## Mission & Ministry

### **MM 100 Vocational Formation I** Out Sundays (1 credit)

In this practicum cadets will take concepts learned in the classroom and apply them to Sunday ministry in a corps setting under the direction of SFOT staff and a field officer. Included will be discipleship programs such as youth and adult Sunday School classes, platform ministry leading aspects of a Sunday worship meeting and accounting for financial and statistical information. This practicum is supervised by the Ministry Formation Officer.

### **MM 101 Vocational Formation II** Out Sundays (1 credit)

In this practicum cadets will take concepts learned in the classroom and apply them to Sunday ministry in a corps setting under the direction of SFOT staff and a field officer. Included will be discipleship programs such as youth and adult Sunday School classes, platform ministry leading aspects of a Sunday worship meeting and accounting for financial and statistical information.

**MM 110 Ministry Practicum Christmas Intensive I (5 credits)**

This 5-week internship is designed to provide intensive instruction for first-year cadets in the philosophy behind and methodology of Salvation Army Christmas Programming. Cadets will be familiarized with the purpose, as well as the planning and administration of the various programs and events that are associated with the Christmas season. Cadets will receive an opportunity to apply the information learned in the context of a local corps. This portion of their training is provided directly by field officers and supervised by the Mission and Ministry Officer.

**MM 120 Ministry Practicum Cadet Campaigns I (1 credit)**

This 1-week practicum engages teams of cadets in field work under the direct supervision of an active field officer(s). One week of planned programs and ministry in the assigned corps setting.

**MM170 Homiletics I (2 credits)**

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

**MM 270 Homiletics II (2 credits)**

This course is the second in a three-course Homiletics sequence, and will focus on the history and philosophy of preaching, different methods of sermon preparation and delivery, as well as refining the tools and methods learned in the introductory class. This course will also discuss tools on addressing specific audiences and congregations.

**MM 271 Homiletics III (2 credits)**

This final course will build on the principles and skills taught in prerequisite courses. This course will focus on sermon series and preaching calendars as well as preaching for special occasions. A synthesis of oral and written communication skills will be developed toward more effective exegetical exposition of Biblical texts.

**MM 180 Salvation Army Service Requirements I (2 credits)**

This course will give cadets an introduction to the skills and knowledge needed to effectively carry out the ministries of a corps officer. Emphasis on youth and adult corps programs, child protection, ceremonies, soldiery classes, local officers, corps councils, statistics, stewardship and the corps review.

**MM 181 Salvation Army Service Requirements II (2 credits)**

This course will teach cadets the fundamental knowledge, skills, and practices needed to construct meaningful budgets and strategic plans for corps administration. Cadets will learn practical property and maintenance policies and processes. This course will explore the topics of Minutes, expected administrative tasks, and audits.

**MM 280 Salvation Army Service Requirements III (2 credits)**

This course will give cadets the knowledge base and skill practice to be a good representative of The Salvation Army in their appointment. This course will address best practices in finance and stewardship. The skills taught in this course will be used extensively in developing sustainable funding for Salvation Army programs.

**MM 281 Salvation Army Service Requirements IV (2 credits)**

This course will focus on the role of people in the successful administration of a corps. Attention will be given to the recruitment of employees, volunteers, board and council members, as well as the relationship with each of these groups. Community partnerships and collaboration efforts will also be highlighted. In addition, topics of safety and risk management will be explored.

**MM 190 Supervised Ministry Reflection I (0 credits)**

Monthly individual guided ministry and learning reflection with an advisor.

**MM 191 Supervised Ministry Reflection II (0 credits)**

Monthly individual guided ministry and learning reflection with an advisor.

**MM 290 Supervised Ministry Reflection III (0 credits)**

Monthly individual guided ministry and learning reflection with an advisor.

**MM 291 Supervised Ministry Reflection IV (0 credits)**

Monthly individual guided ministry and learning reflection with an advisor.

**MM 195 Worship and Music In The Salvation Army (1.5 credits)**

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

**MM 200 Vocational Formation III Out Sundays** (1 credit)

In this practicum cadets will take concepts learned in the classroom and apply them to Sunday ministry in a corps setting under the direction of a field officer. Included will be discipleship programs such as youth and adult Sunday School classes. Students will lead and enable corporate worship which inspires and engages the congregation. Students will exercise pastoral roles in leading worship. This practicum is supervised by the Ministry Formation Officer.

**MM 201 Vocational Formation IV Out Sundays** (1 credit)

In this practicum cadets will take concepts learned in the classroom and apply them to Sunday ministry in a corps setting under the direction of a field officer. Included will be discipleship programs such as youth and adult Sunday School classes, platform ministry leading aspects of a Sunday worship meeting and accounting for financial and statistical information. This practicum is supervised by the Ministry Formation Officer.

**MM 220 Ministry Practicum Cadet Campaigns II** (1 credit)

This 1-week practicum engages teams of cadets in field work under the direct supervision of an active field officer(s). One week of planned programs and ministry in the assigned corps setting.

**MM 210 Ministry Practicum Christmas Intensive II** (5 credits)

This 5-week internship is designed to provide intensive instruction for second year cadets in the philosophy behind and methodology of Salvation Army Christmas Programming. Cadets will be familiarized with the purpose, as well as the planning and administration of the various programs and events that are associated with the Christmas season. Cadets will receive an opportunity to apply the information learned in the context of a local corps. This portion of their training will be provided directly by field officers and supervised by the Mission and Ministry Officer.

**MM 211 Social Out Placement** (5 credits)

This 5-week internship engages the cadet in the social work of The Salvation Army under the direct supervision of a service area Director/Manager. Emphasis is placed in the area of mission, ministry, policy and procedures in serving the needs of the community.

**MM 230 Pastoral Care** (2 credits)

The aim of this course is to explore biblical and theological foundations for developing skills in pastoral ministry and care. To explore pastoral caring skills and practice through the lens of pastoral ministry. To expose cadets to the fundamental skills needed to provide counselling within the corps or other Army settings.

**MM 240 Missiology I** (2 credits)

This course develops a biblically informed approach to mission, integrated mission, and church health as a central purpose of the Church. This course examines the necessary building blocks to produce a healthy, integrated church/community with a significant focus on understanding cultural intelligence.

**MM 241 Missiology II** (2 credits)

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

**MM 250 Social Mission** (2 credits)

Cadets will be introduced to the Salvation Army Standards for Social Service Ministry and will examine strategies to implement and develop effective ministries to combat poverty and social inequities, engage in community relationship building, and discover and access resources for ministry support. This course explores programs employed in The Salvation Army and other non-profit social ministry. There will be an emphasis on "integrated mission."

**MM 260 Christian Leadership** (2 credits)

This course is designed to assist cadets in knowing and understanding the officer's call, philosophy of ministry, and the officer as spiritual leader. Cadets will be introduced to the theories and practice of leadership from a Christian perspective and help them to explore how it is implemented in their local mission context. It also aims to help them to respond to different leadership situations.

## Spiritual Life Development

**SF 100 Spiritual Formation I** (1 credit)

This first course of Spiritual Life Development focuses on the development of the cadet's spiritual life with God. The course centres on a beginning working knowledge of spiritual formation leading to a focus on the cadet's inward life, and the development of a lifetime pursuit of learning, spiritual growth and maturity. This course aims to encourage cadets to engage in meaningful praxis by providing ample opportunities for cadets to engage in spiritual exercise, inward disciplines, character formation, and small group practice for personal application and for leadership in the church.

**SF 101 Spiritual Formation II (1 credit)**

This second course of Spiritual Life Development focuses on the development of the cadet's spiritual life with God. The course continues building a working knowledge of spiritual formation leading to a focus on the cadet's inward life, and the development of a lifetime pursuit of learning, spiritual growth and maturity. This course aims to encourage cadets to engage in meaningful praxis by providing ample opportunities for cadets to engage in spiritual exercise, inward disciplines, character formation, and small group practice for personal application and for leadership in the church.

**SF 200 Spiritual Formation III (1 credit)**

This third course of Spiritual Life Development continues to focus on the development of the cadet's spiritual life with God. The course centres on a working knowledge of spiritual formation leading to a focus on the cadet's inward life, and the development of a lifetime pursuit of learning, spiritual growth and maturity. This course aims to encourage cadets to engage in meaningful praxis by providing ample opportunities for cadets to engage in spiritual exercise, inward disciplines, character formation, and small group practice for personal application and for leadership in the church.

**SF 201 Spiritual Formation IV (1 credit)**

This fourth course of Spiritual Formation continues to focus on the development of the cadet's spiritual life with God. The course centres on a working knowledge of spiritual formation leading to a focus on the cadet's inward life, and the development of a lifetime pursuit of learning, spiritual growth and maturity. This course aims to encourage cadets to engage in meaningful praxis by providing ample opportunities for cadets to engage in spiritual exercise, inward disciplines, character formation, and small group practice for personal application and for leadership in the church.

responsible selection, screening and training of workers, policies and reporting laws. Also provided are resources for screening potential workers and instructions for the use of such materials

**Mentoring Orientation**

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

**Lieutenant Continuing Education**

Lieutenant continuing education consists of fifty hours of continuing education taken during the first five years of officership. After successful completion of the Lieutenant continuing education and promotion to the rank of Captain, officers have the opportunity to earn a higher education degree.

## REQUIRED SEMINARS

**Brengle Holiness Seminar**

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

**Protecting the Mission**

A seminar required of all cadets giving information regarding sexual harassment prevention, child and vulnerable adult protection as it relates to molestation and abuse. Included is the psychology of abuse/molestation, signs of abuse, risk factors,

# STAFF & FACULTY

## School for Officer Training

### School for Officer Training Singapore Campus

Major (Dr.) Grant Sandercock-Brown.....	<i>Training Principal</i>
Major Sharon Sandercock-Brown.....	<i>Assistant Training Principal &amp; Spiritual Life Formation Coordinator</i>
Captain Carmen Ng Mae Yi.....	<i>Mission and Ministry Formation Coordinator</i>
Lieutenant Lal Hmunthara.....	<i>Resource Officer</i>
Lieutenant Ranjini Rajarathinam.....	<i>Home &amp; Health Officer</i>
Michelle Chan.....	<i>Administrator</i>

### School for Officer Training Additional Appointments

Major Tan Guat Hai.....	<i>Instructor</i>
Captain Tan Bee Yit.....	<i>Instructor</i>
Captain Lim Ah Heng, Daniel.....	<i>Instructor</i>
Captain Elizabeth Zachariah.....	<i>Instructor</i>
Lieutenant Christina Wong Siew Song.....	<i>Instructor</i>
Envoy Jeffrey Jiang.....	<i>Instructor</i>

### School for Officer Training Myanmar Campus

Captain Lalrindiki.....	<i>Integrative Training Officer</i>
Major Lalsangliana.....	<i>Administrative Business Services Officer</i>
Major Nan Nu.....	<i>Spiritual Life Formation Coordinator</i>
Captain Htun Aung.....	<i>Theological Formation Coordinator</i>
Captain Tlim Cawi.....	<i>Home Officer &amp; Child Protection Officer</i>
Lieutenant Ruby Land.....	<i>Mission &amp; Ministry Formation Coordinator</i>

### School for Officer Training Additional Appointments

Major Johnny San.....	<i>Instructor</i>
Major Win Win Mar.....	<i>Instructor</i>
Captain Lal Ngaih Dama.....	<i>Instructor</i>

## FACULTY & INSTRUCTIONAL SUPPORT

### **Colonel Ann Borrett**

*Adjunct Instructor*

Certificate of Salvation Army Officer Training

### **Colonel Richard Borrett**

*Adjunct Instructor*

M.A. Leadership

### **Lt. Colonel Nigel Cross**

*Adjunct Instructor*

Doctor of Ministry, Fuller Theological Seminary

### **Lt. Colonel Stacy Cross**

*Adjunct Instructor*

M.S. Higher Education, Drexel University

### **Major David Erickson**

*Adjunct Instructor*

B.A. Business Management, University of Phoenix

### **Major Susie Erickson**

*Adjunct Instructor*

Certificate of Salvation Army Officer Training

### **Captain Htun Aung**

*Theological Formation Officer*

Theological Librarianship Training (basic),

Association for Theological Education Myanmar

Bachelor of Theology, Myanmar Theological College

### **Envoy Jeffrey Jiang**

*Adjunct Instructor*

Doctor of Ministry, Taiwan Theological College & Seminary

### **Dr. Ho Yin Fong**

*Adjunct Instructor*

Honorary Degree of Doctor of Education, Wheelock College

### **Lieutenant Lal Hmunthara**

*Resource Officer*

Certificate of Salvation Army Officer Training

### **Captain Lal Ngaih Dama**

*Adjunct Instructor*

Bachelor of Theology, Myanmar Theological College

### **Captain Lalrindiki**

*Integrative Training Officer*

Master of Theology, Union Bible College

### **Major Lalsangliana**

*Administrative Business Services Officer*

Master of Divinity, Union Bible College

### **Lt. Colonel Bob Lee**

*Adjunct Faculty*

Bachelor of Divinity, Trinity Theological College

### **Captain Daniel Lim**

*Adjunct Instructor*

Master of Ministry, Trinity Theological College

### **Mr. Stephen Lim**

*Adjunct Instructor*

Industrial Technician Certificate in Electronics

Engineering, Vocational and Industrial Training

Board the Republic of Singapore

### **Mr. Low Kar Leong**

*Adjunct Instructor*

Master of Guidance and Counselling, James Cook University

### **Major Win Win Mar**

*Adjunct Instructor*

Bachelor of Arts History, Yangon University

### **Mr. Marcus Moo**

*Adjunct Instructor*

Doctor of Business Administration in Emerging Technologies (in progress), Golden Gate University

### **Major Nan Nu**

*Spiritual Life Formation Coordinator*

Master of Ministry, Union Bible College

### **Captain Carmen Ng**

*Ministry Formation Coordinator*

Bachelor of Social Work, University Science Malaysia

Master of Christian Ministry (degree in progress), Seminari Theologi Malaysia

### **Lt. Ruby Land**

*Ministry Formation Coordinator*

Certificate of Salvation Army Officer Training

### **Major Ruth Pascoe**

*Adjunct Instructor*

Certificate of Salvation Army Officer Training

### **Lieutenant Ranjini Rajarthinam**

*Home & Health Officer*

BSN Nursing, School of Medical Education, Kerala India

**Major Johnny San**

*Adjunct Instructor*

Bachelor of Science Mathematics, Dagon  
University Myanmar

**Major Grant Sandercock-Brown**

*Training Principal*

Doctor of Ministry, Asbury Theological Seminary

**Major Sharon Sandercock-Brown**

*Assistant Training Principal & Spiritual Life*

*Formation Coordinator*

Master of Arts (Ministry), The Australian College of  
Theology

**Lieutenant Sin Soon Ho**

*Adjunct Instructor*

Bachelor of Science Management, University of  
London

**Captain Tan Bee Yit**

*Adjunct Instructor*

Diploma in Social Work, Social Services Institute

**Major Tan Guat Hai**

*Adjunct Instructor*

Bachelor of Divinity, Trinity Theological College

**Captain Tlim Cawi**

*Home Officer & Child Protection Officer*

Certificate of Salvation Army Officer Training

**Lieutenant Siew Song Wong (Christina)**

*Adjunct Instructor*

Bachelor of Theology, Singapore Bible College

**Lieutenant Elizabeth Zachariah**

*Adjunct Instructor*

Master of Theology, Eva Burrows College





THE SALVATION ARMY

*School for Officer Training*

Singapore, Malaysia, Myanmar & Thailand Territory