

The Salvation Army  
College for Officer Training

# Strategic Plan for 2015-2018

## Institutional Planning and Accreditation



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**Institutional Goal 1:** Provide an appropriately integrated and balanced associate degree ministry program linking academic curriculum with the co-curriculum and fostering the development of officers capable of meeting the leadership and service demands of The Salvation Army.

OBJECTIVE 1:	Activities	Responsible Party	Target Completion	Progress
<p><b>Revise selected general education course syllabi to ensure all courses have a Student Learning Outcome and related assignment applicable to future careers as officers in Eng. 101, Eng. 102, Sc. 204 and Soc. 200.</b></p>	<p>Modify four specific <u>course SLOs</u> to have an <u>assignment related to projected career experiences as Salvation Army officers</u>. SLO and other syllabus changes would be approved for 2015-2016.</p>	<p>Director of Curriculum Curriculum Officer Designated Course Faculty</p>	<p>2015/16</p>	<p>Two Fall Qtr. courses (Eng 101 &amp; Sci 204) have been approved by Curriculum Council and the Spring courses (Soc 200 &amp; Eng 102) will be approved during fall term 2015</p>
OBJECTIVE 2:	Activities	Responsible Party	Target Completion	Progress
<p><b>Implement a feedback process that enables the CFOT faculty to review survey feedback on academic and student life programs from alumni field officers on an annual basis.</b></p>	<p>Define and <u>administer an annual spring alumni officer survey</u> to get feedback on courses and cadet life at the college for the purpose of making continuous improvements in the curriculum and cadet life.</p>	<p>Director of Curriculum Territorial Education Secretary Research Analyst</p>	<p>2015/16</p>	<p>Annual survey proposal approved by Territorial Education Department in 2015 to be implemented in Spring of 2016.</p>

OBJECTIVE 3:	Activities	Responsible Party	Target Completion	Progress
<p><b>Add a new (2) credit hr. Course (Discipleship in the 21<sup>st</sup> Century) developing CORs and SLOs appropriate to this area of study and assessing the course offering annually.</b></p>	<p>Combine discipleship tenets and emerging ministry trends into new course and <u>assess using course evaluations and alumni feedback .</u></p>	<p>Director of Field Training Director of Curriculum Director of Personnel Personnel Office Academic Design Committee</p>	<p>2015/16</p>	<p>Course approved by Curriculum Council for Fall Term, 2015; evaluations scheduled for December 2015.</p>
OBJECTIVE 4:	Activities	Responsible Party	Target Completion	Progress
<p><b>Develop a model to identify cadets who need academic support, ensure they receive assistance and document the results.</b></p> <p><b>Note:</b> Cadets upon entry who are identified as needing academic skills assistance at that stage are identified and referred to the Academic Achievement Center at the beginning of Fall Qtr.</p>	<p><u>Identify new cadets based on placement testing who need additional academic support.</u></p> <p><u>Convene at the beginning of fall qtr. a meeting of faculty and the Director of the Academic Achievement Ctr. to strategize needs and plans for these cadets.</u></p> <p><u>Assign Academic Achievement Ctr. Director the role of ensuring these students are receiving support and document their progress.</u></p>	<p>Director of Acad. Achievement Ctr. Curriculum Officer Research Analyst Faculty Members</p>	<p>2015/16</p>	<p>Cadets needing support will be identified at fall term start.</p> <p>Conversation between faculty and AAC Director scheduled for September, 2015.</p> <p>Tracking progress begins in September of 2015.</p>

**Institutional Goal 2:** Provide a field training experience appropriately integrated with the academic curriculum and fostering the development of officers capable of meeting the ministry, leadership and service demands of The Salvation Army.

OBJECTIVE 5:	Activities	Responsible Party	Target Completion	Progress
<p><b>Map all curricular courses to ensure that field training is integrated properly into Course SLOs and ISLOs.</b></p>	<p>The Academic Design Committee in the Curriculum Dept. reviews each syllabus each quarter and will require <u>increased focus and course-work on the course SLOs and assignments linked to field training.</u></p>	<p>Director of Curriculum Director of Field Training Curriculum Officer</p>	<p>2016/17</p>	<p>Field Training course integration will begin in Fall of 2015 and be completed by Fall of 2016</p>

**Institutional Goal 3:** Provide experiential education programs that enable cadets to develop a confident sense of character, leadership and spiritual and physical wellness. The College is also committed to faculty/staff development programs that facilitate professional development and continuing education.

OBJECTIVE 6:	Activities	Responsible Party	Target Completion	Progress
<p><b>Complete the spiritual formation assessment project and ensure it can be continued annually.</b></p>	<p>Evidence that all <u>2016/17/18 cadet graduates upon graduation have a finalized spiritual assessment profile completed</u> by the Personnel faculty and stored in cadet personnel file.</p>	<p>Director of Personnel Personnel Officer Research Analyst</p>	<p>2016/17</p>	<p>Assigned to Director of Personnel with projected completion date of June, 2016</p>

<b>OBJECTIVE 7</b>	<b>Activities</b>	<b>Responsible Party</b>	<b>Target Completion</b>	<b>Progress</b>
<p><b>Assess and modify the Faculty/Staff Development Program annually based on an annual spring assessment of faculty/cadet needs and instructor/course evaluation data generally coupled with outcome data from the F/S Development Program.</b></p>	<p>Use annual spring assessment evidence and data from course and instructor quarterly evaluations linking needs of cadets, faculty and staff with training that results in annual continuous improvements in training processes and learning.</p>	<p>Dir. Of Planning and Accreditation Research Analyst</p>	<p>2016/17</p>	<p>Documented interests and needs linked to Input process for scheduling of Faculty/Staff Development Program activities and events.</p>

**Institutional Goal 4:** Provide a campus-wide planning process that integrates decisions and recommendations from program review, strategic planning and institutional effectiveness into prioritized resource allocation.

<b>OBJECTIVE 8:</b>	<b>Activities</b>	<b>Responsible Party</b>	<b>Target Completion</b>	<b>Progress</b>
<p><b>Develop a centralized multi-year institutional data system that supports college-wide decision-making and the need for institutional data supporting program review.</b></p>	<p>Research options for expanding the sharing and availability of current institutional data to support program review functions and make such data accessible to all constituents for institutional effectiveness purposes.</p>	<p>Research Analyst Dir of Planning and Accreditation CFOT IT Liaison Info Technology Staff</p>	<p>2016/17</p>	<p>Assigned to Research Analyst and projected to be completed in June of 2016.</p>

<b>OBJECTIVE 9</b>	<b>Activities</b>	<b>Responsible Party</b>	<b>Target Completion</b>	<b>Progress</b>
<b>Add data from field officers regarding feedback on their academic and cadet life experiences at the college to the program review process.</b>	Add a requirement to campus program review grid to include field officer feedback from the Territorial Education Dept. surveys on academic and cadet life program annually.	Director of Curriculum Director of Personnel Director of Planning and Accreditation Research Analyst	2015/16	This data element has been added to program review worksheet to ensure consideration.
<b>OBJECTIVE 10:</b>	<b>Activities</b>	<b>Responsible Party</b>	<b>Target Completion</b>	<b>Progress</b>
<b>Implement a tracking system on major decisions from Executive and the Crestmont Councils documenting approvals, time-frames, rationale and assessments.</b>	Implement a campus-wide multi-year and annual listing of major decisions in years 2016/17/18 with required documentation for use by the Institutional Effectiveness Committee and the campus generally.	Dir of Planning and Accreditation Training Principal Training Principal Exec. Secy Crestmont Council Chair	2016/17	Proposal to implement tracking system to be designed and tested in 2015-2016 and fully implemented in 2016-2017
<b>Institutional Goal 5:</b> Provide the financial and overall resource support needed to support the educational and co-curricular programs as well as the plant and human resources needs of the college.				
<b>OBJECTIVE 11:</b>	<b>Activities</b>	<b>Responsible Party</b>	<b>Target Completion</b>	<b>Progress</b>
<b>Begin the implementation of the CFOT Facilities Master Plan</b>	Complete the <u>Landscaping Plan</u> ; initiate the process of getting city approval on the CFOT Facilities Master Plan, which includes campus facilities, landscaping, grounds, technology and educational and cadet life facilities.	Director of Campus Services Director of Business Administration	2016/17	Assigned to the Director of Business Administration who is responsible for this implementation.

<b>OBJECTIVE 12</b>	<b>Activities</b>	<b>Responsible Party</b>	<b>Target Completion</b>	<b>Progress</b>
<b>Ensure that the budget and resource allocation system support program review recommendations.</b>	<u>Document that major program review and strategic goals are resourced properly in the respective budget year.</u>	Director of Business Administration Dir of Inst. Planning and Accreditation Finance Officer	2016/17	Assigned to the Finance Officer for implementation.
<b>Institutional Goal 6:</b> Provide the leadership and strategic decision-making essential to the governance of the college.				
<b>OBJECTIVE 13:</b>	<b>Activities</b>	<b>Responsible Party</b>	<b>Target Completion</b>	<b>Progress</b>
<b>Use the Council's skills matrix as a guide to recruiting qualified and talented individuals who can serve on the governing council.</b>	<u>Recruit new members according to the Crestmont Council By-Laws terms of membership appointment policy.</u>	Training Principal Crestmont Council Chair	2016/17	Assigned to Training Principal for implementation in 2016-2017.