Organizational Chart

**National Headquarters**
Commissioner David E. Jeffrey  
National Commander  
615 Slaters Lane, PO Box 269  
Alexander, VA 22313  
703.684.5500

**Southern Territorial Headquarters**
Commissioner Donald C. Bell  
Territorial Commander  
1424 Northeast Expressway  
Atlanta, GA 30329  
404.728.1300

**North and South Carolina Divisional Headquarters**
Lt. Colonel W. Edward Hobgood  
Divisional Commander  
501 Archdale Dr., PO Box 241808  
Charlotte, NC 28224  
704.522.4971

**The Salvation Army of Corps, North Carolina**
Commanding Officers  
Address  
City, State Zipcode
Southern Territory of The Salvation Army

Territorial Commander
Chief Secretary
Personnel
Business
Program

Divisional Commander
– Lt. Colonel W. Edward Hobgood

Divisional Director of Women’s Ministries
– Lt. Colonel Kathy Hobgood

NSC DIVISIONAL HEADQUARTERS
Divisional Commander (DC)
General Secretary (GS)
Divisional Secretary Personnel (DSP)
Divisional Secretary Business (DSB)
Divisional Youth Sec. (DYS)
Divisional Property Secretary (DPS)
Divisional Secretary Program (DSP)
Women’s Ministries (DWM)

GS-Major Tom Louden
Conferences
Development
Advisory Boards
Wills & Legacies
United Way
Disaster Services
IT

DS Personnel-Major Teresa Hawley
Personnel
Insurance
Employees

DS Business-Major Beth Birks
Audits
Finance
Taxes
Requisitions

DS Program-Major Michael Hawley
Corps Programs
Government Grants
Statistics
Men’s

DYS-Major Charles Whitten
Youth
Camp
Candidates
Sunday School
Music

DP Secretary-Major John Birks
Property
Building Maintenance

Divisional Commander – Lt. Colonel W. Edward Hobgood
Divisional Director of Women’s Ministries – Lt. Colonel Kathy Hobgood
The Salvation Army International/National USA

International Headquarters

National Headquarters
National Commander
National Chief Secretary

Personnel  Business  Program  Women’s Organizations

Western THQ
Long Beach, CA
10 Divisions
ARC Command
CFOT

Central THQ
Chicago, IL
10 Divisions
ARC Command
CFOT

Southern THQ
Atlanta, GA
9 Divisions
ARC Command
CFOT

Eastern
W. Nyack, NY
11 Divisions
ARC Command
CFOT

IHQ – International Headquarters
NHQ - National Headquarters
THQ – Territorial Headquarters
ARC – Adult Rehabilitation Center
CFOT – College for Officer Training
TERRITORIAL COMMANDER: Commissioner Donald Bell

CHIEF SECRETARY: Colonel F. Bradford Bailey

PERSONNEL
Lt. Colonel John Needham
Candidates
Education
Employee Relations
Officer’s Health
Retired Officers

PROGRAM
Lt. Colonel William Mockabee
Evangelism & Adult Ministries
Music
Social Services
Women’s Organizations
Home League
League of Mercy

BUSINESS
Lt. Colonel James Seiler
Audit
Community Relations & Development
Data Processing
Finance
Legal
Property
Risk Management
Supplies & Purchasing

Evangeline Booth College
School for Officer Training
School for Continuing Education
Principal/President
Asst. Principals for SFOT and SCE
Personnel
Curriculum
Business
Historical Center

ARC
25 Centers
Commander
Assistant Commander
General Secretary
Director of Special Services
International

IHQ  International Headquarters in London

The General   Only 1 and he/she is our international leader

Chief of the Staff  2nd in command of the international Army and runs the business

Southern Territory

USA Southern Territory made up of 15 Southern States

THQ Territorial Headquarters in Atlanta

TC  Territorial Commander – CEO of The Salvation Army South

The chief – Chief Secretary - - 2nd in Command of the Territory

BOT  Board of Trustees in Atlanta – they run The Salvation Army South

NSC Division

DHQ  Divisional Headquarters (Charlotte)

DC  Divisional Commander (In charge of North and South Carolina Division)

GS  General Secretary (2nd in command of the Division), legal matters

DS  Divisional Secretary for Personnel handles all personnel matters

DS  Divisional Secretary for Programs in charge of most everything operational

DS  Financial Secretary for Business, most financial matter flow thru his office

DYS  Divisional Youth Secretary, all youth programs and camp

DFB  Divisional Finance Board – meets every Tuesday and is the corporate board that approves all business and financial matters.

Corps NC

AB  Advisory Board – local business persons who advise us on all aspects of program and business

WA  Women’s Auxiliary – recommends matters to the AB; usually associated with a particular program.

CO  Corps Officer (Pastor)

WS  World Services, this is our missionary programs

CWJ  Camp Walter Johnson is our camp north of Charlotte.  It is ACA certified with most everything a kid can imagine.

League of Mercy  Groups that visit hospitals, shut-ins, prisons to do meetings, visit, take gifts

Guards/Sunbeams/Adventure Corps  Youth programs that mirror Boy/Girl Scouts

Woodlot  Our program to provide wood for those who heat and cook with wood

Layette  The Women’s Auxiliary program that provides clothes and baby item for newly born babies

Corps Cadets  A five year Bible and leadership program
# The Salvation Army

## Sample Agenda

### Planning the Meeting

<table>
<thead>
<tr>
<th>Item</th>
<th>Time Allotted for Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call to Order</td>
<td></td>
</tr>
<tr>
<td>Invocation</td>
<td></td>
</tr>
<tr>
<td>Introduction of New Board Members and Guests</td>
<td></td>
</tr>
<tr>
<td>Secretary’s Report – Minutes of Last Meeting</td>
<td></td>
</tr>
<tr>
<td>Committee Action Reports</td>
<td></td>
</tr>
<tr>
<td>Executive/Board Leadership</td>
<td></td>
</tr>
<tr>
<td>Program and Services</td>
<td></td>
</tr>
<tr>
<td>Community Relations and Development</td>
<td></td>
</tr>
<tr>
<td>Facilities and Property</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td></td>
</tr>
<tr>
<td>Old Business</td>
<td></td>
</tr>
<tr>
<td>New Business</td>
<td></td>
</tr>
<tr>
<td>Report and Devotional from the Corps Officer/Area Commander.</td>
<td></td>
</tr>
<tr>
<td>Announcements of date, time and place of next board and committee</td>
<td></td>
</tr>
<tr>
<td>meetings, special events and other activities</td>
<td></td>
</tr>
<tr>
<td>Adjournment</td>
<td></td>
</tr>
</tbody>
</table>
The Salvation Army
Job Description for Advisory Board Members

The Mission of an Advisory Organization

To advise and assist The Salvation Army in all its activities, programs and services in a specific community. To formulate and assist in carrying out strategic plans:

For the improvements of facilities, programs and services
For the raising of Volunteers, Visibility and Monies through the community
Working in close cooperation with the Corps Officer

Background and Expertise:

Is fully committed to the Mission of The Salvation Army
Is knowledgeable about the community, the needs and assets of the community and is active in the community
Has significant life, career and/or educational assets to bring to support the mission and work of The Salvation Army
Is willing to use personal, professional and civic contacts to support the mission and work of The Salvation Army
Is willing to commit personal time and resources to The Salvation Army

Role of the Board member:

Think and work strategically first, operationally second
Ensure and safeguard the fulfillment of the Mission of The Salvation Army
Ensure ethical and legal integrity
Ensure the stewardship of resources (people and monies), and that adequate resources are available
Ensure the Army’s visibility in the community
Ensure the Board has appropriate, quality leadership and membership that represents the community served
Ensure that a strategic plan is developed and implemented
Develop and maintain an evaluation process of the Board, its committees and members, and the Board’s effectiveness

Duties

Complete the Board Orientation for new members
Serve as a member of at least one standing committee
Be an advocate for the Army
Attend and participate in % of board and committee meetings
Assist in the development and implementation of the strategic plan
Assist in the financial development for the Army, making a personal, annual gift, and seeking contributions from personal, professional and civic contacts
Commit to participating in at least one annual fund raising event
Using the prescribed nominating process, actively recruit the highest quality board members available

The Mission of The Salvation Army is to preach the Gospel of Jesus Christ and to meet human needs in His name without discrimination.
Regular one-to-one support and supervision provided by Chairperson or Vice-Chair to check how each member is getting on and to address any concerns; and Scheduling training or development "away days" for the whole board shortly after new members join (e.g. looking at strategic or operational planning). Posting Pictures of Board Chair and Officer Welcoming New Members on social media, website, and news release.

How to provide induction:

Induction may involve a combination of meetings, familiarization with programs or facilities and written information. This can be a process over time rather than all done at once. The induction program may also include a review meeting two to three months after induction is discuss first impressions and items such as:

Ongoing Support:

Don't forget that members, just like any other volunteers, will operate most effectively if they are provided with regular support and supervision.
The Salvation Army
Advisory Board Committees

➤ Executive Committee
The Executive Committee considers all business requiring attention during the intervals between meetings of the board. In emergencies, the Executive Committee may make recommendations to The Salvation Army through the Army’s representative.

➤ Community Relations and Development Committee
The Development Committee oversees the planning and coordination of fundraising efforts, including ongoing annual fundraising for operations and solicitations of larger gifts.

Bequest & Endowment Committee
The Bequest and Endowment committee assists the Planned Giving Director in the promotion of planned giving program, is alerted to potential donors in the community and refers their inquiries to the Planned Giving Director, and encourages bequests, endowments, planned gifts and other special gifts to The Salvation Army.

Public Relations Committee
The Public Relations Committee assists The Salvation Army in interpreting its work to the public, and obtains recognition of its regular and emergency programs through all information media.

➤ Finance Committee
The Finance Committee assists in the preparation of budgets, reviews the monthly financial statement, submits budgets to the board prior to their being submitted to The Salvation Army for final adoption, and assists The Salvation Army in presenting the budget to the United Way.

➤ Property Committee
The Property Committee investigates and makes recommendations on acquisition of property, major property alterations or expansions, and maintenance and improvement of buildings, grounds, and other facilities operated by Army.
Program Committee

The Program Committee assists The Salvation Army in connection with its Community Outreach Programs. The committee searches for opportunities to partner with the community for both volunteers and collaboration partnerships based on the findings and recommendations of recent local Salvation Army Assessments conducted.

Christmas Committee
Boys and Girls Club
Disaster

Board Development

The Board Development considers and proposes to the board the names of nominees for officers and regular members. Non-members, whose names are proposed to the chairman, may also be considered for membership on committees. This committee also schedules opportunities for board development using tools such as Advisory Board Orientation Divisional, Territorial, and national training opportunities.
Worksheet: Committee Guidelines

Committee Name: ____________________________________________

Committee Function: __________________________________________

Tasks:
1. ____________________________________________________________
2. ____________________________________________________________
3. ____________________________________________________________
4. ____________________________________________________________
5. ____________________________________________________________

Dates for Completion:
1. ____________________________________________________________
2. ____________________________________________________________
3. ____________________________________________________________
4. ____________________________________________________________
5. ____________________________________________________________

Committee reports policy and procedural recommendations to: ____________________________

Recommended committee size: ____________________________

Assigned staff: ____________________________

Time commitment: ____________________________

Other information: ____________________________

Source: Excerpts from “The Board Room”, BGCA, and “How are we Doing?” by Gayle R. Gifford
Induction New Members

Induction is one of the most practical ways of ensuring new members understanding their role, the workings of The Salvation Army and their relationship with others in and outside.

We should provide an induction program for new members. The better your induction, the more effective new members will be!

An effective induction program will:

1. Provide core information and advice to enable a new member to understand The Salvation Army and their role; and
2. Ensure that new members feel welcome, valued and part of the team.

Providing core information:

1. The Manual of Advisory Organizations
2. Annual Report and Finance Reports;
3. Minutes of previous three or four board meetings’ and
4. Any local expectations such as financial responsibility, attendance and volunteer expectations, etc.

Our Induction Checklist provides guidance on what to include in your induction program for new members.

Ensuring that new members feel welcome:

New members will feel comfortable and confident in contributing if they are made to feel welcome, valued and well supported. It is important to consider how you will facilitate this within your board meetings, rather than presuming that relationships will form and settle on their own accord. This is particularly important when introducing a new member who comes with a very different background or skill set to the current members.

Here are some ideas that organizations have used:

- Special reception to follow election of new members, allow new members to invite a guest to the reception;
- Dedicating a significant section of their first meeting to introductions, rather than launching straight into business;
- 10 minute “speed dating” style introductions to staff and members;
- New members are matched with an existing member who is responsible for introductions, explanation developments and providing any clarification or direction for the first year (this may be most helpful for committee chairs to review goals or each committee);
Review this worksheet with the recruitment team prior to your visit with the prospective new board member.

**Before your meeting with the prospective new member:**

When is the meeting?
- Date: ________________________________
- Time: ________________________________
- Place: ________________________________

Who will attend the meeting?
- Name: ________________________________
- Cell: ________________________________
- Name: ________________________________
- Cell: ________________________________

What are the special interests of the prospective Board member?

_______________________________________

_______________________________________
The Salvation Army
Advisory Board
Prospective Board Member Worksheet for Recruitment
Confidential

The Content of the Recruitment Meeting

Items to discuss:

Remind the candidate why you are meeting with them. Explain to the candidate why you want them to consider being a Board member.

Talk through the mission statement of The Salvation Army, what the Army does nationally and locally, and be specific about 2-3 local programs.

Talk through the Expectations of Board Members:
  - Board Meetings – where, how often, how many
  - Committee Assignments and Meetings
  - Raising Visibility – talking about The Salvation Army
  - Raising Volunteers – Who will he/she bring to help?
  - Raising Monies – personal giving and referrals

Explain that there is an orientation meeting once the candidate is approved as a Board member. During that meeting, much more information about The Salvation Army and Board membership is given.

Ask if they have questions. Listen carefully to their responses and questions during the interview.

Invite them to join you for a tour of Salvation Army’s programs.

Establish a day and time for the tour to take place.

Invite them to meet other Board members at a breakfast or lunch meeting.

Leave an information packet about the Army – annual report, donor newsletters, national brochure on the Army. (Give this to the candidate after the interview, so it won’t distract them during the interview)
The Salvation Army
Advisory Board
Prospective Board Member Worksheet for Recruitment
Confidential

After the Meeting
Results of the meeting and what you learned about the candidate:

What did you hear about the candidate’s connection to the Army?

________________________________________________________________________

Their connection to the Army’s Mission Statement?

________________________________________________________________________

Decide the candidate’s real interest in serving on the Board

Strong ___  Mild _____  Wrong Time ____  No Interest ____

If you are recommending the candidate be asked to serve, who should make
that contact and presentation?

Name: __________________________________________

Telephone: ______________________________________

Cell: ___________________________________________

Date to be invited to serve: _________________________

Outcome of invitation call: ________________________

If the candidate accepts, ask for:
   A biographical statement
   Recent photograph
Dear First Name:

I am so excited you have agreed to be a member of The Salvation Army Advisory Board. I have been a part of this board for (years of Service) and I continue to be amazed how much this organization does for our county. The Army is always in the business of serving others. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

We meet the third Wednesday of each month at The Salvation Army corps Office located at 322 Gayle Ave. NW in Aiken. This is a noon luncheon meeting and we try to hold business to an hour. Please mark your calendar for the next meeting on Wednesday March 19th.

As you are aware, the sagging economy has presented a very trying summer. The Army is now facing a challenge to keep the food shelves stocked.

Again, thank you for agreeing to become a part of the Board and I look forward to seeing you on March 19th. Also thank you for all you do for our city.

Sincerely,

Name
Chairman
Nominations Committee

CC: Corps Officer
CRITERIA FOR EVALUATING A BOARD OF ADVISORS

It is suggested that the board of advisors be evaluated periodically by a committee appointed by the chief volunteer officer (or chair). The following criteria have been established for such evaluation.

Assess your board by using the following ratings to answer these questions.
1 = No; 2 = Somewhat; 3 = Yes.

Add your ratings for a total score.
The following total scores reflect the level at which your board is functioning:

23-39 — Developing
40-49 — Operational
50-68 — Advancing
69-78 — Excelling

1. Does the board of advisors represent a good cross-section of the community relative to ethnicity, gender, age, etc.? Is there a plan to ensure diversity?

2. Is a majority of the board made up of people who are prominent and looked upon as leaders in industry, labor and the professions?

3. Is the board significantly fulfilling the financial needs of the Corps by “giving or getting” funds?

4. Are board members carefully selected and their qualifications seriously weighed before they are nominated? Is there a board development plan in place?

5. Are prospective board members properly informed as to their duties and responsibilities before they accept membership on the board?

6. Are new board members properly oriented?

7. Are the objectives of the Corps reviewed periodically by the board?

8. If a plan for rotation of officers and board members is used, does it provide for re-election of officers and board members who are active and effective?

9. Does the board meet regularly?

10. Are board meetings well planned?
11. Is a well-planned annual meeting held?

12. Are there the usual active standing committees and ad hoc teams?

13. Do committees and teams operate under clearly defined responsibilities?

14. Is delegated authority to committees clear and respected?

15. Are ineffective board members replaced when their terms expire?

16. Is every member of the board a goodwill ambassador for the Corps?

17. Are board members familiar with the service and functions of the Army and Corps?

18. Does each member have a copy of the *Manual of Advisory Organizations* to use as a reference and guide?

19. Are working relations between the board and chief professional officer good, without domination by either?

20. Are public relations effective? Do you have a year-round marketing plan?

21. Does the board request a meeting at least once a year with a staff member of Divisional Headquarters?

22. Does the board maintain a close working relationship with the regional development directors for Major Gifts and Planned Giving?

23. Does the board actively participate in Area Council activities and/or other partner agency collaboration meetings and conferences?

24. Are Club and board policies, programs and procedures diversity-assessed to ensure a climate of growth for all involved?

25. Does your Board have an education plan and use the *Orientation Guide or Training Manual*?

26. Does your Board ensure the development, operation and success of an Annual Campaign?

Total Score
CERTIFICATE OF MEMBERSHIP EMERITUS

Emeritus Membership Advisory Board/Council Members

The Recipient
Advisory Board/Council Emeritus Membership is reserved for an Advisory Board/Council Member who:
· Has served not less than nine years
· Is not being considered for life membership
· Has given identifiable valued service to The Salvation Army through the Advisory Board/Council
· Is unable to continue as an active Advisory Board/Council member

The Procedure
The Recommendation form, with endorsements of the SA Representative and the Advisory Board/Council Chairman or Secretary, is sent to the Divisional Commander for endorsement. In the event a nominee is a member of the Advisory Board/Council chartered by a Divisional/Regional Headquarters, the Chief Secretary must approve the nomination. The application is processed through the Community Relations and Development Department at Territorial Headquarters. A certificate will be prepared and forwarded to the Divisional Headquarters.

Time for Processing
Allow six weeks for processing
CERTIFICATE OF LIFE MEMBERSHIP

Life Membership Advisory Board/Council Members

The Recipient

Any regular Advisory Board/Council Member who has served on an Advisory Board/Council for 15 or more years may be nominated for designation as a Life Member of the Board/Council.

The Procedure

The granting of these awards is governed by Article III of the Manual of Advisory Organizations, which is the final point of authority should a questions arise as to eligibility. A Recommendation for Civic Award form must be submitted for each applicant. The representative submits this form, with proper endorsements, to the Divisional Commander for endorsement. The DC forwards the Recommendation to the Territorial Community Relations and Development Department, who will submit it to the Territorial Commander.

The Life Membership Pin and Certificate will be sent to the local unit, with notification to Divisional Headquarters, unless otherwise instructed.

Time for Processing

Allow eight weeks for processing.
OTHERS AWARD

The Recipient

The “Others” Award honors an individual or organization exemplifying an extraordinary spirit of service to “others.” Consideration should be given to those who have exhibited extraordinary service on behalf of others and exceptional service benefiting The Salvation Army and/or community. No more than one “Others” Award may be given in a community each year. This award may be presented posthumously.

The Procedure

A Recommendation for Civic Award form, with required signatures by the local Salvation Army Officer/Representative and the local Advisory Board/Council Chairman or Secretary, is forwarded to the Divisional Commander for endorsement, then to the Community Relations and Development Department at Territorial Headquarters. Following the approval by the Territorial Commander, the plaque will be shipped to the local Army unit for presentation. The Divisional Headquarters will be notified that the award has been sent.

Time for Processing

Allow six weeks for processing.
CERTIFICATE IN RECOGNITION OF EXCEPTIONAL SERVICE

The Recipient
The approved criteria to be met by a nominee for the Certificate in Recognition of Exceptional Service will be one who is: Outstanding, distinguished, has unusual and/or significant achievement(s) in quality and/or length of service in or for The Salvation Army, high moral character and integrity, compassionate response to human need, as related to the criterion. The Certificate in Recognition of Exceptional Service may be awarded to Salvationists (officers and soldiers) and friends who meet the criteria.

A certificate, signed by the National Commander and bearing the corporate seal, is printed with the name of the recipient and the community. It is awarded by the Salvation Army National Headquarters.

The Procedure
Following approval by the Territorial Commander, the Territorial Community Relations and Development Department will forward the recommendation to the National Commander for his approval. The certificate will be completed by the National Community Relations and Development Department, and sent to the Territorial CRD to obtain the signature of the Territorial Commander. Arrangements for the presentation are made by the Division. A national registry of recipients of this award will be kept at National Headquarters by the National Community Relations and Development Department.

Time for Processing
Allow eight weeks for approval of recommendations and processing of the award.
WILLIAM BOOTH AWARD

The Recipient

The William Booth Award is one of the highest awards that may be conferred upon an individual by The Salvation Army. Nominees for the award are chosen on the basis of one or more of the following guidelines:

· Dedication to The Salvation Army’s goals of service to man
· Outstanding service to the community through the donation of time, expertise and energy
· Outstanding humanitarian effort within the community
· Substantial contributions to the work of The Salvation Army in the offering of time, talent and/or financial resources

This is a prestigious award. Careful consideration must be given to nominations. No more than one award is permitted annually to an advisory board/council.

The Procedure

The Officer-In-Charge submits the Recommendation for Civic Award form, with required signatures, to the Divisional Commander for approval. The DC then forwards this form to the Community Relations and Development Department, who will submit it to the Territorial Commander. The bronze statue will be sent to the local unit, unless otherwise specified. The certificate will be sent from the Central Territory Community Relations & Development Department to the Divisional Headquarters for signatures of the Divisional Commander.

Time for Processing

Allow six weeks for approval of application and receipt of award.