



Student Handbook

Welcome to Salem Ranch. This handbook is an overview of our program. *Salem4Youth is a Christian ministry that partners with families whose sons are in need of being placed outside the home for a period of time due to rebellion, anger, substance abuse, and other self-destructive and/or family disruptive behaviors.*

Overview

The Salem Ranch program is designed to help students grow and change in order to live a positive and successful life. We understand that there are many reasons why teens struggle in school, experience relational conflict, develop self-destructive habits, and encounter legal trouble. Our goal is to help each student understand and overcome the issues in their lives that produced negative consequences. At the same time, we also strive to help our students acquire the beliefs, motivations, and skills to live a positive and successful adult life.

Although Salem4Youth is a Christian program, we do not require our students to embrace Christian beliefs. We believe that Christianity is accepted by faith and is never to be forced upon anyone. We strive to model Christian values and incorporate Biblical truths into every aspect of our program.

Daily Life at Salem

You will interact daily with one of your residential mentors. Residential mentors are your on-campus leaders, examples, and resource. They provide guidance for daily activities, and are available to answer your questions, provide encouragement, and help you with the program. Most importantly, our residential mentors will lead you through the Salem Life Guides, which are at the heart of our program. Our goal is for you to develop a trusting relationship with your residential mentors.

You will meet weekly with a trained and experienced counselor.

Your family will participate in parent training seminars and counseling sessions.

You will participate in several life change-groups, depending upon your level. Groups are based on common issues, substance abuse, and Bible study.

You will be assigned 10 to 12 hours of work per week. Work ranges from basic dorm chores to kitchen duty, to barn work. Work assignments are based upon a student's physical ability, level in the program, and are designed to teach the value of hard work.

Each student attends Valor Jr./Sr. High School on weekdays. Valor is a certified school that offers both traditional and online classes. Class selection is based upon a student's grade level, ability, and educational needs. Valor's certified Special Education teachers oversee accommodations for students with IEPs (Individual Education Plan).

THE PROGRAM

Salem is more than a school. We are a life-change program that is committed to partner with each of our students to get life back on track. The program consists of four major Phases: **1, 2, 3, 4.**

Phase Advancement

Students advance through the program based upon 3 criteria:

- Therapeutic Progress. This is evaluated every two weeks by the treatment team based upon the student's work with a counselor and participation in the therapeutic groups.
- Life Guide Progress. This is evaluated on a weekly basis by the treatment team based upon student's participation in working on Life Guides with his counselor.
- Daily Grades. This is evaluated on a daily basis by the residential team based upon the student's behavior. As a result, all students (after week two and continuing through Phase 3) are on gold, silver, or bronze status each day.

Students are able to apply for Phase promotion when:

1. He has completed the required Life Guides
2. Achieved the appropriate Daily Grade points: 1,900 during Phase 1 for promotion to Phase 2; 2,600 points during Phase 2 for promotion to Phase 3; 3,000 points during Phase 3 for promotion to Phase 4.
3. He receives a positive recommendation from his Treatment Team.
4. He has been off disciplinary restriction for 7 days (from Phase 1 to Phase 2) or 10 days (Phase 2 to Phase 3 or Phase 3 to Phase 4)

Daily Points

Beginning with week three and continuing through Phase 3, each student's behavior is graded on a daily basis. Each day is divided into 5 segments:

10:00pm-8:30am

8:30am-12:55pm

12:55pm-3:30pm

3:30pm-6:30pm

6:30pm-10:00pm

During each time segment, staff will evaluate the following aspects of the student's behavior:

- **Obedience.** Following the instructions and direction of those in authority without more than one prompt. Obedience extends to both verbal and written direction. Obedience may require explanation and should take a person's ability into account.
- **Effort.** Demonstrates energy, initiative, and the intention to accomplish the assigned task.
- **Social Interaction.** Listens, does not interrupt or argue with those who are speaking, does not push or intimidate others, speaks kindly and respectfully, and puts others first rather than selfishly pushing for oneself.
- **Language.** Speaks kindly, truthfully, and positively. Uses appropriate volume for the situation, does not complain, argue, curse, threaten, or react in anger.

At the end of each day, the student's grades are averaged to determine his color status for the next day.

DAILY STATUS

Gold

Earns 3 points

1st group to eat

Dessert at special meals

Participates in recreation time

First group to shop Reward Store

Given preferential treatment/first choices when applicable.

Silver

Earns 2 points

2nd group to eat

Dessert at special meals

Participates in recreation time

Second group to shop Rewards Store

Bronze

Earns 1 point

3rd group to eat

No dessert at special meals

Work assignment during recreation time

Points

Points are used both for the purpose of progressing through the program and may be used to “purchase” various privileges or merchandise from the Salem Rewards store. In addition to points earned for daily status, **students can receive one extra point if he receives an “exemplary behavior award” from staff. (up to three extra points possible per day)**

Phase 1

Phase One typically lasts six to eight weeks. It is designed to help a student adjust to life at Salem, build a trusting relationship with staff, and develop an understanding of the program. During Phase One negative and hurtful behavior are addressed, and an effort is made to begin to understand the thoughts, ideas, and motivations that supported negative behaviors.

Phase 1 Lifestyle

All students are under ‘new student’ status for their first two weeks at Salem

No electronics or media use (except weekly TV game or movie)

Phase One dress code: 5 pairs of jeans or shorts, 8 shirts, one winter coat, one light jacket, one pair of shoes, one pair of sandals, and one pair of boots.

Complete Life Guides 1-6

Supervised by staff at all times

Complete horse safety course

First call home after 7-10 days

Participate in Orientation Life-Change group

Not allowed off campus (Exception for monthly visit to Salem Church for service and lunch.)

Mail to/from Parents after 2 weeks

Begin daily grades (gold, silver, bronze) after completion of new student status

Begin packet consequences after completion of new student status

Phase 2

Phase Two typically lasts eight to ten weeks. It is designed to help a student learn to value and live within a structured environment, accomplish assigned tasks, and interact positively with authorities and peers. Effort will be put forth during Phase Two to discover what the student really believes about life and what kind of influences and experiences caused his beliefs to form.

Phase 2 Lifestyle

Complete Life Guides 7-14

Increased game room privileges (TV room is open Tue/Thurs/Sat for 2nd and above, hours are posted in each cottage)

Supervised weekly family phone calls (15 minutes)

Participate in a Parent Day event after completion of Life Guide 10 and after parents complete Phase 1 of Salem's parents program.

Phase 2 dress code: May add 3 shirts from home to dress code, may add another pair of shoes.

Participate in off campus Salem-sponsored events

Phase two students may have one cup of coffee with breakfast on weekdays only.

Phase 2 students may have personal musical instruments to play during free time. (See musical instrument policy for specific details)

Phase 3

Phase Three typically lasts approximately eight weeks. It is designed to help a student learn to make good choices, resist negative peer pressure, develop peer leadership skills, and establish positive values. Effort is put forth during Phase 3 to bring positive influences into the student's life that will encourage him to build a belief and value system that is based in truth.

Phase 3 Lifestyle

Complete Life Guides 15-20

Expanded media use. Students participate in TV viewing schedule, music players are allowed, expanded video game privileges. (See music policy under "Cottage Life" section)

Attend church & youth group occasionally off campus

Supervised weekly family phone calls (15 minutes)

Expanded Parent Day schedule

Participate in peer leader rotation (students provide a limited amount of leadership for the accomplishment of Phase 3 responsibilities and activities)

Phase 3 dress code: student determined with only restriction being modesty and all clothing with written messages must be approved before being included in wardrobe. Clothes will be stored neatly and in organized fashion. If the student is told he has too many clothes, he will follow staff directions without complaint.

Phase 3 and 4 students may have coffee in the morning on any day that it is available.

Phase 4

Phase Four typically lasts six to eight weeks. It is designed to prepare the student for success after graduation from Salem. This includes reconciliation with his family and readiness for the challenges that will be present in his home environment. Effort is put forth during Phase Four on the development of constructive thoughts, motivations, and goals and on establishing a practical plan for his post-Salem life. Phase 4 students are expected to have mastered the rules and guidelines of life at Salem and to be positive role models for newer students in this regard.

Phase 4 Lifestyle

Eligible to petition for Student Apartment

Reduced Phase 4 grade sheet

Complete Life Guides 21-26

Attend church & youth group occasionally off campus

Student-Parent planning session I & II

30 minute parent phone calls per schedule

Will be considered for special privileges and opportunities as they arise

Student Apartment

One valuable part of Salem Ranch is the Student Apartment. The apartment exists as a tool to help students that are preparing to transition to life outside of Salem. While students will be assigned to the apartment on a case-by-case basis, qualifying guidelines include:

- Having achieved Phase 4 status
- Demonstrates the ability to self-regulate actions and emotions; does not need continual prompts and assistance from staff in order to function positively.
- Is working in counseling and with his family in order return home with a positive relationship with his family members.
- Is a consistently positive example to and influence on the other students at Salem.

Rules and Guidelines:

- Students in the apartment are responsible for its cleanliness and upkeep. Everything will be in a consistent state of good repair and a high standard of cleanliness will be well maintained.
- Students are expected to be able to follow the Salem schedule with minimal or no prompts. They will observe proper bedtime, wake-up time, work time, etc.
- Apartment students will need to be flexible to the demands of the yearly schedule in regards to after school work time. They will go with the Clinton students to help with picking and barn chores when needed, or with the Smith afternoon work project when they are not needed in the barn.
- Rather than go to the barn for morning chores, apartment students will report to the kitchen for breakfast prep and setup at 7am every morning.
- Since students that move to the apt. are to be students that can demonstrate good judgment and the ability to self-regulate, greater freedom will be granted. This will extend to areas such as: video game time, room set up, reading time, etc.
 - Any decorations put up in the apt. must be approved by R.D. or a representative.
 - Video game time will be co-regulated between staff and students and will not interfere with the student's responsibilities. All media (music, video games, books, etc) are still to be approved by R.D. or representative.
 - Music will be governed by the same music policy that governs non-apt. students.

- While it is assumed that all students in the apartment will be supportive of Salem, Salem staff, Salem policies and codes of conduct; it may occasionally be the case that a student will lose the privilege of living in the Student Apt. This will typically be determined via a “two strike” policy.

Strike One = warning and disciplinary consequences to be assigned by the Disciplinary Committee (work hours, loss of privileges, etc)

Strike Two = Loss of apt. privilege for a two week minimum. After two weeks of excellent behavior the student may petition the treatment team for re-instatement of Apt. privileges.

The following are a list of actions or conditions that can result in a strike, or even immediate loss of apartment privileges (not exhaustive):

~ AWOL from building – Apt. students, as are all students, are required to be under the supervision of a specific staff member at all times. Admittance to the apt. does not mean that those students are free to come and go without accountability.

~ Isolating self in apt/not participating in campus life – Students that have moved to the apt. are an important part of campus life here at Salem and need to be as positively engaged as their schedule permits.

~ Failure to maintain high cleanliness standards – It will be up to the students in the apt. to be self-starters and to maintain a very high level of organization and cleanliness. This will demonstrate a respect for the privilege of apt. living, set a good example to lower phase students, and prepare students to maintain their own areas outside of Salem.

~ Tolerance of unauthorized students in the apt. – At no time should students that live in the apt. willfully assist in another student being AWOL in the apt.

~ Failure to follow previously stated Salem rules and guidelines as spelled out in the Student Handbook as well as verbal expectations set by Salem staff.

Packets

Packets are Salem’s form of consequences for serious rule infractions. Packets are given when a student’s behavior is more severe than what is normally graded as bronze status. Specific behaviors that may result in a packet include:

1. Fighting (initiating a physical fight is the most severe infraction)
2. Valor Jr./Sr. High School refusal to work or cheating
3. Contraband (tobacco, drugs, or other banned products)
4. Abuse of animals
5. Abuse/destruction of property
6. Runaway

7. Defying staff, arguing, or cursing that lasts more than 3 minutes
8. Physical threat to a student or staff
9. Sexual acting out or relationship with other students
10. Refusal to work with residential mentor or counselor
11. Targeting another student by insult, bullying, etc.

A student is informed that he has received a packet request at the time it is given. At least two staff members sign a packet form. The disciplinary committee determines the consequence to be given for the packet offense within 24 hours of the issuance of the packet. On the day a packet consequence is given, the student will have Bronze status but receive no points for the day. Consequences may include:

1. Loss of points
2. Additional work hours
3. Group loss of TV time
4. Saturday work project
5. Loss of specific privileges or activities
6. 3, 5, or 7-day restriction
7. Other incident-specific consequences as decided by the discipline committee

Restriction

A student may be placed on restriction status when behavior has deteriorated and normal discipline procedures have become ineffective or when the student displays a blatant disregard for Salem's policies and procedures.

The disciplinary committee, after consulting appropriate staff, may place a student on restriction status for 3, 5, or 7 days.

Students on restriction are subject to the following conditions:

1. Not allowed to leave campus
2. No recreation time (completes homework or work projects in it's place)
3. Bronze level privileges
4. Earns no points while on restriction
5. Adheres to Phase One dress code
6. Removal of all electronic devices
7. May not participate in group activities
8. May not petition for next phase until off restriction for 7 days (from Phase 1 to Phase 2) or 10 days (Phase 2 to Phase 3 or Phase 3 to Phase 4)

Students who have been placed on restriction status more than 3 times in a two-month period may be subject to additional restriction status conditions, including Phase demotion, based

upon disciplinary committee recommendation and written consent of the student's parents. At no time will Salem use any form of corporal punishment. Restriction status will not include any measures that are physically or emotionally cruel or damaging to student.

Restriction Status Level 2

1. Not allowed to leave campus
2. No recreation time (complete homework or work projects in it's place)
3. Additional campus work projects during Level 2 Restrictions
4. No privileges beyond necessities
5. Up to 5 point reduction for each day on restriction
6. Removal of all electronic devices
7. No participation in group activities
8. Restricted cottage living
9. Must have staff with you personally at all times, morning, day and evening
10. Must work through 2 additional Life Guides determined by disciplinary committee

Phase Probation

If a student struggles with re-occurring offenses, it may be decided by the disciplinary committee or treatment team that the student is not demonstrating behavior that reflects his current phase. Before a student loses his phase he will usually be placed on "phase probation." Phase probation guidelines are simple and consist of the following:

The student will observe the privileges and restrictions of the phase immediately below his current phase for one week (or as assigned by the disciplinary committee).

The student will typically have several goals to accomplish during this period of time (specific number of gold/silver days, avoiding packets, etc), these goals will be assigned at the time probation is given.

In order to be off of probation the student will meet with the Residential Director or another assigned staff member to verify that the goals have been met and the student has cooperated with his probation. At that time the student will return to normal phase privileges and restrictions.

Exercises as Consequences

With the philosophy that addressing small problems immediately is preferable to waiting until they become big problems, students will be addressed by staff about problem behaviors well before any of the above consequences are necessary. One tool that staff will use to help remind students of basic program rules is assigned exercise. Students that violate simple and concrete program rules and guidelines (using swear words, leaving the room without permission, not meeting dress code, etc) may be required to do push-ups.

Staff will assign no more than 10 push-ups for any given offense.

Staff and students will remember that exercises are not to be used for punishment or retaliation, but as an opportunity for the student to comply and refocus.

If a student is unable to do push-ups, staff will choose an appropriate equivalent that is within the student's ability to perform.

Home Visits and Family Counseling

A central goal of the Salem program is to help students and parents reconcile. We work to achieve this goal in the following ways:

- Weekly phone calls with your parents* begin approximate 10 days after your enrollment at Salem
- Starting at Phase 2, students will participate in one Family Day event. As students progress through Phase 3 and 4 additional Family Days will be scheduled.
- Parents are required to participate in three parent-training seminars during your stay at Salem
- Parents are required to participate in the counseling program, the number of which will be determined by Salem's treatment team. The parent/family-counseling program includes sessions for parents only and sessions for parents with their son.

*This will include parents, stepparents and/or guardians based upon specific custody arrangements

Student/Parent Phone Calls

Once a student has reached Phase Two he will be eligible for weekly phone calls with his family. Student phone calls will comply with the following rules and guidelines:

- Calls will be made according to the official phone call schedule only.
- Calls will be made only to those individuals listed on the official phone call schedule.
- Phone calls will be directly supervised by Salem staff.
 - A staff member will dial the number, verify the correct person is on the line, and hand the phone to the student.
 - The staff member will remain in visual and auditory range of the student in order ensure that the student maintains appropriate voice tones and language during the call.
 - The staff member will keep track of the time allotted for the phone call and ensure that the student does not call any unauthorized person during that time.
- Once the student has finished his call, it will be recorded on the phone call list that his phone call was completed on schedule.
- If there is a problem completing a student's call at the scheduled time, a note will be made on the list as to the nature of the problem and if any specific arrangements have been made for a follow-up call.
- If there is a problem between the student and parent during the call staff will (at a minimum) record a brief summary on the phone call list. A separate incident report will probably be necessary depending upon the specifics of the situation.
- The phone call list will be turned in to the Residential Director the following morning in order for any necessary arrangements to be made.

Exceptions:

- ~ Students typically will have a phone call within 7-10 days of arrival at Salem. The timing of this call is dependent on behavior and will be done with a counselor.
- ~ Students typically receive a call when they advance to a new phase.
- ~ Phone calls due to family emergencies or other exceptional circumstances will be scheduled by the counseling staff

Basic Weekday Schedule

The weekday schedule flexes based upon the student's Phase:

6:30 am		Wake up call
7:00	7:30	Feed animals & cottage chores
7:35	8:05	Breakfast
8:05	8:25	Breakfast Clean-up
		Tuesday/Thursday Chapel
8:25	8:30	Transition to school
8:30	12:00 pm	School
12:00	12:05	Transition to Cafeteria
12:05	12:35	Lunch
12:35	12:55	Kitchen duties
12:55	2:25	School
2:25	2:35	Transition time – Monday/Wednesday/Friday
2:35	3:30	PE
2:25	3:30	Life Groups – Tuesday, Thursday, Friday
3:30	4:00	Transition/Snack time
4:00	5:30	Cottage work time (group projects, discipline hours, barn chores, etc) Rec as time permits.
5:45	6:15	Dinner
6:15	6:30	Kitchen duties
6:30	8:30	Group activity
8:30	9:00	Check Point and prepare for Lights Out
9:00	10:00	Lights out based on status

Campus Wide Rules

The following rules apply to all students during all Phases

1. No student is allowed to leave campus without permission
2. Students are expected to be truthful at all times
3. All students must be dressed according to Phase dress code requirements
4. Students are expected to follow living area cleaning and shower room routines based upon their assignment
5. Food is not to be brought onto campus without permission
6. Hair is to be kept neat and clean and not beyond the back lower part of the neck or ears. Neither will hair be cut in unusual/attention seeking style. Students are not to cut each other's hair.
7. Backpacks are not allowed except for travel purposes (Salem provided school bags will be the exception)
8. All luggage, backpacks and possessions are searched upon return to campus
9. Items (balls, shoes, food, etc.) may not be thrown inside a building at any time
10. Students are expected to respect the privacy of other students. This includes not looking at others possessions without permission, not interrupting others in the restrooms or while dressing, or communicating private personal information about another student

11. No gang related activity
12. No weapons allowed on campus
13. All property is to be treated with care
14. Swearing, vulgar, or threatening speech is forbidden
15. No possession of clothing items that are disapproved by dress code
16. No use of telephone without permission
17. No entering a building, office, room (including restroom) without permission
18. No exiting a building without permission
19. No selling or trading personal items
20. Yelling or loud voices are not allowed in any building, except gymnasium.
21. Students are responsible to care for their personal items, return Salem items to proper location (i.e. sports equipment, books, etc.), pick up after themselves, and dispose of their trash.
22. Skating/Skateboarding is only allowed outside and with permission. Helmets will be worn when engaging in these activities.
23. Books, magazines, and other entertainment items brought from home must be approved by Residential Director or representative.
24. During meals—wait to eat until all at your table are served, do not get up from the table without permission, and follow staff guidance regarding table manners
25. Hats are only to be worn outdoors

The following items are not allowed on campus

1. Weapons or any item that can be used as a weapon
2. Aerosol cans
3. Cologne and aftershave
4. Alcohol or drugs
5. Chewing gum or sunflower seeds
6. Food items not dispensed by cafeteria or canteen
7. Cell phones (except Phase 4 with permission)
8. Personal video game players
9. iPods and MP3 players
10. Earrings or other body rings
11. Students are not permitted to have money in their possession (money for off campus activities will be distributed as necessary)
12. Bandanas and dew rags
13. Personal jewelry

Personal and Property Searches

Each student, their living area, and their personal belongs may be searched and/or drug tested at any time based upon the discretion of the residential director and executive director.

General Campus rules and expectations

Phase 1 and 2 students must be supervised at all times. Phase 3 and 4 students may briefly be out of staff sight with prior permission such as chores, retrieving someone or something, etc.

No student is to be off campus without being accompanied by a staff member or parent/guardian.

Students will be respectful of staff at all times – listening when spoken to, verbally responding to staff direction, not arguing with staff, etc.

Food/drinks are not allowed outside of the kitchen and dining areas except when authorized by staff.

All information about other students shall be confidential, students are not to post pictures or other information to social networking websites.

Students are not to be in possession of any mind or mood-altering substances including, but not limited to, alcohol, tobacco, illegal drugs, prescriptions that are not theirs, and highly caffeinated products.

Physical or verbal aggression by the students toward peers or staff will not be tolerated.

Students are expected to participate in all aspects of life at Salem including school, chores, recreation, etc.

Property destruction could result in an arrest and charges for criminal damage to property.

Racist remarks will not be tolerated.

Staff will be aware of and discourage any sexual acting out, gestures, comments, or innuendos.

Students are not to sell, trade or loan personal items to peers or staff.

Any music, movies, or video games that present messages contrary to the ministry of Salem4youth/VHS will be regulated by staff. Any movie that is rated higher than "G" should be approved by administrative staff before being shown in the cottage.

Possession of clothing, advertisements, products, or literature that promotes violence, drugs, alcohol, sex, cults, or anti-authority messages will not be allowed.

Student girlfriends/significant others are not allowed on campus unless permission is given by the administration.

Cottage Life Rules and Expectations

The cottages and furnishings should be treated with respect.

Students are NOT to be in the cottage office for any reason.

Students must be fully dressed when outside of the bathroom or their bedroom.

No food or drinks outside of kitchen/dining area.

Students are not to enter their rooms, bathroom, or hallway without permission.

Students are not to be in each other's rooms.

There should be no reading, talking or listening to music after lights out.

Student Bedrooms

Rooms are to be cleaned in accordance with inspection checklist every day. Random inspections will be performed by the Lead Cottage staff or a representative with whole cottage or individual consequences possible for failed inspections.

Only the follow items are to be allowed in the student's space:

- Approved clothing (see level restrictions)
- Approved hygiene products (no razors, aerosol, or items containing alcohol.)
- 1 photo album or frame (photo frame provided by Salem)
- Battery-operated alarm clocks (apt. only)
- Pencils (No pens)
- 1 Plastic fan
- Approved recreational reading material (3 books maximum – in addition to Bible, journal, and school books as needed for homework)
- Up to two approved CD's (Phase 3 and above)
- One approved box/basket/etc for mail from home, personal items, etc.

No radios or music listening devices allowed in bedrooms. (See next section for music policy)

Clothes and other items will be stored on hangars or in the provided baskets/containers only. If clothes or other items are too numerous to comply with this expectation the student will be asked to store the extra items in their locked storage area regardless of phase.

Any recreational items not listed above (sports equipment, musical instruments, extra books, etc) is to be stored in the student's assigned storage area or staff office, not in the student's bedroom.

Recorded Music

Phase 3 and above may have personal CD players with up to two approved CD's. These CD players will be stored in the cottage office and must be checked out via cottage staff and returned when requested in order to maintain music privileges. The CD's may be stored neatly in the student's room.

- Music is to be listened to on earphones/earbuds only.
- Music is to be listened to at appropriate times and for limited amounts of time. If a student is asked not listen to their music at a particular time they will comply without complaint or risk losing the privilege.
- CD players will stay at the Cottage and may not be brought to school
- CD players will be returned to Cottage Staff for storage before lights out

If a student is eligible to listen to CD's but does not have his own CD player, he may use the Salem owned personal CD player that is provided to each cottage.

At the discretion of the house staff, music may be listened to by the group. This will be for set amounts of time and/or for a specific activity only. Music listened to by the group will be limited to Christian music or instrumental/classical.

Musical Instruments

Once a student has reached Phase Two he will be eligible to have a musical instrument on campus. All musical instruments will be subject to the following rules and guidelines:

- Instruments are not to be stored in the student's room. Instruments will be stored in a locked storage area and requested at approved times.
- Playing an instrument is a privilege and will be treated as such; students will not play their instruments while on restriction or when other projects need to be accomplished (work hours, etc).
- Students will be considerate of others and play at reasonable times and volumes as directed by Cottage Staff.
- Students will also be considerate of the setting and play music that is appropriate for Salem. If they are asked to cease playing certain songs they will do so and may request for that song to be approved at a later time.

~ An exception might be made for a Phase One student to have an instrument if the Treatment and Counseling teams decide that it would be therapeutically beneficial for the student.

Hygiene and Dress Code Expectations

All students are expected to maintain good personal hygiene habits. Daily showers, teeth brushing, use of deodorant, etc will be the expected normal routine of everyone.

Students are to be respectful of one another and use healthy boundaries when taking showers and using the bathrooms in the cottage.

Showers should be kept brief – 5 minutes as a general rule; time limits may be implemented if necessary

Clothing with writing or images on them must contain no swearing, sexual or drug reference, degrading remarks, skulls, or gang-related references.

Clothing associated with individuals or groups who support items listed above will not be allowed.

Under-shirts will not be worn in lieu of street clothes.

Tank tops are allowed to be worn only in the cottage.

Shirt, shoes, and pants are required whenever a student is not in the cottage, or whenever a female is present.

Hats are not allowed at the dinner table, chapel, church, or in the main building unless authorized by staff. Hats must always be worn either straight to the front or back.

Bandanas are not allowed at any time.

Pants must be of appropriate size. Pants must be pulled up at all times—no sagging allowed and no underwear will be seen. Alternatively, jeans will not be excessively tight.

Clothes shall be modest and not sexually suggestive.

Earrings/body piercings and self-inflicted body art/tattoos will not be allowed.

Razors are to be kept in the student's locker.

All personal cleaning and laundry supplies will be kept in student's locker.

Students will wash laundry regularly per schedule.

Afternoon Work Projects

Working is an important part of life at Salem Ranch. In addition to Cottage chores, kitchen clean-up after meals, and the feeding and watering of the livestock each student participates in afternoon work-time with their cottage. These work projects vary based on time of year, scheduling, and campus needs but generally include grounds maintenance, horse barn work, or projects planned and assigned by the cottage as a group or the cottage supervisor. The goals of group work time include:

- The development of a good work ethic
- An opportunity for the successful accomplishment of tasks that immediately effect the students
- The opportunity to learn and practice tangible life skills

These after school work projects are to be participated in by the whole cottage, not just students that have earned extra work hours as a disciplinary measure.

Rules and Guidelines:

- Work time is a mandatory part of the Salem schedule.
- Work projects will be planned and assigned for each cottage exclusively by the Cottage Leader. The Cottage Leader will take initiative to coordinate with other Salem staff as well their own students (when possible) to plan work projects.
- Staff and students will participate in work time for the full time assigned by the daily schedule unless specific arrangements are made for exceptional circumstances. (Sporting events, home visits, counseling, dr. visits, etc)
- Students may earn up to two store-points each afternoon for work time: 2 points for full participation, 1 point for less than full participation, and 0 points for non-participation or minimal participation.
- Students that have been assigned work hours as a disciplinary measure may work off their hours during this time provided that their attitude and participation is exemplary. They will not earn store points for work hours assigned as discipline.

Salem Sports Program

Salem's sports program is a member of the Illinois Inter-Agency Athletic Association or IIAA. The IIAA sends a strong message that sportsmanship is the most important part of this league. The team and coaches are graded on sportsmanship each and every game by both coaches and officials. At the end of the year you must score 94% or higher to qualify for the state tournament. The IIAA is broken up in four divisions; we are in the Central division. The top four teams in each division get an automatic bid for state as long as they have 94% or higher sportsmanship rating. Then the next best four records are allowed to go to state to compete in an eight team state tournament.

What sports do we play at Salem? Basketball, dodge ball, track, volleyball, soccer, bowling, weight lifting, swimming, and softball. For people more interested in writing and art we also get involved in writing and art shows.

Who is eligible to play sports at Salem? Every student is allowed to play sports at Salem. However you do have to meet certain requirements to play in the games.

Phase 1 students: May play all home games. After two weeks a phase 1 student may be cleared by treatment team to leave campus for away games on a case-by-case basis. This decision will be based on the student's cooperation with the Salem program rules and guidelines as well as his general attitude and demeanor with staff and peers.

Phase 2-4 students: Are allowed to play both home and away games as long as they maintain their program eligibility.

Program Eligibility:

- In order to play in games a student must be on "gold" or "silver" level for two days leading up to the game. (On gold or silver level the day before and the day of the game at a minimum)
- Players will not be on disciplinary restriction the day before or the day of the game.
- Players must be passing in school and not on academic probation.
- Players not eligible to participate in games may still practice with the team (exception below)
- Players on ground zero/level 2 restriction will not practice or play in games.

When you join a sports team you have one week to determine if you like it. After that week you may choose not to participate without consequence. After that week, if you decide to stay on the team you have now committed to the team for the rest of the season. Consequences will be handed out for students who quit after the first week.

Students who play sports will learn a lot of valuable skills such as hard work, sportsmanship, ability to deal with failure and success, trust, teamwork, motor skills, and dedication all while staying fit with exercise.

Former Student Visitation Policy

From time to time a student that has left the program will wish to return to visit. Part of the goal of Salem staff is to form lasting relationships with our students and we are encouraged when our students choose to continue those relationships after their time here at Salem is over. However, due to the nature of our ministry, it is not always beneficial for students to return to campus too quickly. Each student is encouraged to spend the time immediately after return home from Salem working with their family to restore and establish the relationships at home. If a student does wish to return to Salem for a visit, the following procedures apply.

- Students that graduate on good terms are eligible to visit Salem:
 - ~ after a minimum of 3 months have passed since their graduation
 - ~ when they have a current staff member who will recommend the visit and agree to host the student while he is on campus.
 - ~ after an itinerary for the visit has been submitted and approved by the Residential Director (or representative).

- Students that leave early or on poor terms are eligible to visit Salem:
 - ~ after a minimum of 6 months have passed since their graduation
 - ~ when they have a current staff member who will recommend the visit and agree to host the student while he is on campus.
 - ~ after an itinerary for the visit has been submitted and approved by the Residential Director (or representative).

Former students that are visiting will be expected to follow the same check in procedure as a day student – they will check in at the front office and verify that they are not bringing any illicit items on campus. They will meet up with their host staff member before leaving the front office. The hosting staff member will then assume responsibility for the supervision of the young person for the duration of the visit.

Guidelines and Expectations for specific areas

Gym

Students should practice good sportsmanship and respect for all students.

Equipment should be put away and lights turned off and doors closed when leaving gym.

No skating of any type is allowed on the gym floor tiles.

Administration Building

Students are not to enter building or offices until they have permission.

Enter quietly with appropriate voice tones.

Students must have permission to use the bathroom.

Students should be considerate of staff who are working/in meetings/on the phone/etc.

Horse Barn

A student may never be in the barn alone.

A student can ride horses when their families visit with permission and scheduling at least one week ahead of time.

Students are not permitted in the barn office.

Students are to feed, water, and pick stalls before 8:30am and never after 6:30pm unless otherwise cleared with the staff necessary.

All student and barn staff will know where the fire protection equipment is, storm route, and emergency exits and procedures.

Students will keep all personal item in the cottage unless needed for school the am.

Alley ways and walk ways should be kept clear from clutter and swept.

Students will treat the animals with respect at all times.

Personal music devices are not allowed in the barn for the safety of clients and livestock.

Students are expected to conduct themselves in a quiet manner.

Students are not permitted to stray from the expected dress code just because they are in the barn.

Students are expected to wear weather appropriate clothing at all times, including but not limited to hats, coats, and gloves in the winter.

Only closed toe shoes and boots are permitted.

Students will feed individual horses as the stall card instructs.

Aisles will be swept and raked before chores are allowed to be checked back on.

No horseplay or wrestling or pranks while in the horse barn.

Voice tones should be kept low as to not spook the animals.

Hay bales must be brought in for the next feeding session by the chore crew of the previous day.

Open every stall to feed. Do not throw hay over.

During the winter months, please report any blankets on the horses that have an issue such as a strap hanging or a mal-fitting blanket.

Keep all water hoses kink-free and wrapped nicely around the holders.

People who are watering should automatically check all the buckets on a daily basis, no matter the season.

Water buckets should be dumped and cleaned on Tuesdays and Fridays.

During both feeding and watering an individual should go up one side of the aisle and return down the other. DO NOT feed or water crossing the aisle in a back and forth manner.

LIFE SKILLS to be learned:

Formal Greeting:

1. Look at the person and stand
2. Use a pleasant voice
3. Extend hand
4. Say, "Hi.." or "Hello, my name is _____."
5. Say, "It is nice to meet you."

Departure Skills:

1. Stand up
2. Look at the person
3. Shake their hand
4. Say "Goodbye."
5. Tell them it was nice to meet them
6. Ask them to return or come back again

Accepting Criticism:

1. Look at the person
2. Acknowledge the criticism
3. Correct the problem
4. Check back

Giving Criticism:

1. Look at the person
2. Remain calm and use pleasant voice
3. Begin with positive statement or praise
4. Be specific about behavior(s) you would like the person to change
5. Give the reason(s)
6. Listen to explanation without sarcasm
7. End with a positive statement

Disagreeing Appropriately:

1. Wait a certain time limit
2. Look at the person
3. Ask to speak to the person
4. Remain calm and use a pleasant voice
5. Stay on topic
6. State the problem and your reason
7. Accept their decision

Making an Apology:

1. Look at the person
2. Be sincere
3. Say, "I want to apologize for..." or "I am sorry for..."
4. Don't make excuses or rationalize your behavior
5. Ask how you can make things right
6. Ask for forgiveness

Accepting an Apology:

1. Look at the person who is apologizing
2. Listen to what they have to say
3. Remain calm and refrain from sarcastic comments
4. Tell the person, "I forgive you."

Steps to Following Instructions:

1. Look at the person
2. Say "OK"
3. Do the task
4. Check back

Accepting Consequences:

1. Look at the person
2. Acknowledge the consequence
3. Accept the consequence

Asking for Permission:

1. Look at the person
2. Make the request
3. Wait for an answer
4. If granted, say "thank you"
5. If not granted, say "ok"

Accepting "No":

1. Look at the person
2. Say "ok"

Giving Compliments:

1. Look at the person
2. Praise the activity
3. Speak clearly; be specific