

**STAGE ONE
APPLICATION**

MARYLAND HIGHER EDUCATION COMMISSION

Stage One Application for Initial Approval
as an In-State Degree-Granting Institution

Name of Proposed Institution
Collegium sanctorum angelorum
(dba The Collegium)

Location of Proposed Institution
Hagerstown, MD

| | |
|---|---|
| Person to Contact for this Application: | Edward Schaefer |
| Title: | President |
| Organization: | Collegium sanctorum angelorum |
| Mailing Address: | 36 S. Potomac St. Suite 203 Hagerstown, MD 21740 |
| Telephone Number: | 412-913-2985 |
| Email: | eschaefer@the-collegium.org |

I. SUPPORTING DOCUMENTATION

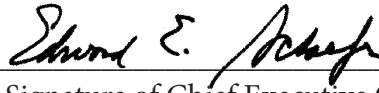
☒ **Application Fee.** (\$5,000 payable to Maryland Higher Education Commission)

☒ **Certification.**

I hereby certify that the answers given in this application and its attachments are accurate and complete and further agree to comply with the Annotated Code of Maryland and State regulations governing the minimum requirements for degree-granting institutions operating in Maryland (COMAR 13B.02.02).

5 December 2020

Date



Signature of Chief Executive Officer

II. APPLICATION QUESTIONNAIRE.

A-1: PROGRAMS

(a)

Title of the Program: Bachelor of Arts Degree in Liberal Arts

Areas of Specialization: None

Degree to be Awarded: Bachelor of Arts Degree in Liberal Arts

Total Number of Credit Hours: 134

Mode of Instructional Delivery: Face-to-face Instruction

Curricular Outline: See Curriculum Table below on page 4.

Educational Objectives of the Program:

1. Well-rounded knowledge of the Catholic faith;
2. Strong faith formation in the Catholic faith;
3. Broad knowledge and skill set that will serve in a variety of professions, such as
 - the ability to speak and to write clearly;
 - the ability to develop and articulate logical arguments;
 - the ability to think logically and to think creatively;
 - the ability to problem solve;
 - the ability to work in teams;
 - self-awareness; (This list is exemplary, not exhaustive.)
4. Hands-on business experience in the Collegium's auxiliary business and in a unique corporate work-study program, in which students learn to apply skills learned in the classroom in real-work environments..

Title of Program: Certificate in Theology and Philosophy (Upper Level Certificate)

Areas of Specialization: None

Certificate to be Awarded: Certificate in Theology and Philosophy

Total Number of Credit Hours: 18

Mode of Instructional Delivery: Face-to-face Instruction

Curricular Outline:

1. 9 Credits of Theology;
2. 9 Credits of Philosophy.

There is not a specific sequence of courses, other than the prerequisites of any particular course, as outlined in the course descriptions. The certificate requires any 9 credits in Theology and and 9 credits in Philosophy at the junior or senior level from the courses below:

| | | | |
|---|--|--|--|
| THL 301 Aquinas: Grace, Sin, and Redemption 3 | THL 302 Aquinas: Mystery of the Incarnation 3 | THL 401 The Body of Christ: Ecclesiology 3 | THL 402 Our Life in Christ: Catholic Social Doctrine 3 |
| PHL 301 Aristotle: Philosophy of Man 3 | PHL 302 Aristotle: Ethics 3 | PHL 401 Aristotle: Politics 3 | PHL 402 Aristotle: Metaphysics 3 |

Educational Objectives of the Program:

1. Stackable Credential toward completion of the BA degree;
2. Introductory knowledge of Catholic thought and beliefs that are drawn from Scripture, the Church Fathers - primarily St. Thomas Aquinas - and Ancient Greek philosophers who informed the philosophy of St. Thomas Aquinas.

Title of Program: Certificate in Studies in English and Latin (Lower Level Certificate)

Areas of Specialization: None

Certificate to be Awarded: Certificate in Studies in English and Latin

Total Number of Credit Hours: 20

Mode of Instructional Delivery: Face-to-face Instruction

Curricular Outline:

1. 9 Credits of Trivium Studies: TRV 101, TRV 102, TRV 201, TRV 202
2. 9 Credits of Latin: LAT 101, LAT 102, LAT 201

| | | | | |
|----------------|---|---|---|---|
| <i>Trivium</i> | TRV 101 Logic I: Grammar and Language 1 | TRV 102 Logic II: Socratic Logic 3 | TRV 201 Readings in Written Rhetoric 1 | TRV 202 Written Rhetoric II: Composition 3 |
| <i>Latin</i> | LAT 101 Elementary Latin I 4 | Latin 102 Elementary Latin II 4 | LAT 201 Intermediate Latin I 4 | |

Educational Objectives of the Program:

1. Stackable Credential toward completion of the BA degree;
2. Introductory knowledge of the structure, syntax, grammar, and expression of English and Latin. Students will be able to write clearly and expressively in English, speak, read, and write at an elementary level in Latin, and understand the ordinary texts of the traditional Latin Mass.

Curriculum Table for the Bachelor of Arts in Liberal Arts

| Curriculum for Bachelor of Arts at Collegium sanctorum angelorum | | | | | | | | |
|--|---|--|---|--|---|---|--|--|
| | FRESHMAN | | SOPHOMORE | | JUNIOR | | SENIOR | |
| | <i>Fall</i> | <i>Spring</i> | <i>Fall</i> | <i>Spring</i> | <i>Fall</i> | <i>Spring</i> | <i>Fall</i> | <i>Spring</i> |
| Humanities | HUM 102 Ancient Greece 3 | | HUM 201 Ancient Rome 3 | HUM 202 Early Middle Ages 3 | HUM 301 Late Middle Ages 3 | HUM 302 Renaissance 3 | HUM 401 Enlightenment and Americanism 3 | HUM 402 Modernity 3 |
| Theology | THL 101 Scripture: Salvation History 3 | THL 102 Scripture: Revelation, Faith, and Reason 3 | THL 201 Aquinas: Mystery of the Trinity 3 | THL 202 Aquinas: Creation and Providence 3 | THL 301 Aquinas: Grace, Sin, and Redemption 3 | THL 302 Aquinas: Mystery of the Incarnation 3 | THL 401 The Body of Christ: Ecclesiology 3 | THL 402 Our Life in Christ: Catholic Social Doctrine 3 |
| Philosophy | | PHL 102 Plato: Intro to Philosophy 3 | | | PHL 301 Aristotle: Philosophy of Man 3 | PHL 302 Aristotle: Ethics 3 | PHL 401 Aristotle: Politics 3 | PHL 402 Aristotle: Metaphysics 3 |
| Music and Art History | MUS 101 Music History I 3 | | MUS 201 Music History III 3 | | MUS 301 Music History IV 3 | ART 302 Classical and Byzantine 3 | ART 402 Medieval to Baroque 3 | |
| Math and Science | | SCI 101 Biology 3 SCI 101L Biology Lab 1 | MTH 201 Math Applications; Intro to Programming 3 | | | | MTH 401 Statistics 3 | SCI 401 Natural Philosophy & Modern Science 3 |
| Trivium | TRV 101 Logic I: Grammar and Language 1 | TRV 102 Logic II: Socratic Logic 3 | TRV 201 Readings in Written Rhetoric 1 | TRV 202 Written Rhetoric II: Composition 3 | TRV 301 Oral Rhetoric I 3 | TRV 302 Oral Rhetoric II 1 | | |
| Catholic Seminar | CAT 101 Divine Office Practicum 1 | CAT/MUS 102 Music History II 1 | CAT 201 Externals of the Catholic Faith 1 | CAT 202 Vocations and Apologetics 1 | CAT 301 History of the Liturgy 1 | CAT 302 Exercise of Tradition 1 | | |
| Latin | LAT 101 Elementary Latin I 4 | Latin 102 Elementary Latin II 4 | LAT 201 Intermediate Latin I 4 | LAT 202 Intermediate Latin II 4 | LAT 301 Advanced Latin I 3 | LAT 302 Advanced Latin II 3 | LAT 401 Advanced Latin III 3 | LAT 402 Advanced Latin IV 3 |
| TOTALS | 15 | 18 | 18 | 14 | 19 | 17 | 18 | 15 |

Course Descriptions

Course Descriptions in Appendix III.

General Education Requirements

In accordance with Regulation 13B.02.02.16E, the General Education requirements of the State of Maryland are fulfilled with the following courses:

- (i) Arts and humanities - MUS 101 Music History I (3 cr.);
- (ii) English composition - TRV 102 Logic II: Socratic Logic (3 cr.), TRV 202 Written Rhetoric II: Composition (3cr.), TRV 301 Oral Rhetoric I (3 cr.);
- (iii) Social and behavioral sciences - HUM 102 Ancient Greece (3 cr.);
- (iv) Mathematics - MTH 201 Math Applications: Intro to Programming (3 rc.) or MTH 401 Statistics (3 cr.) ;
- (v) Biological and physical sciences - SCI 101 Biology (3 cr.), SCI 101L Biology Lab (1 cr.) ;
- (vi) additional credits, to result in a total of 40 credits of General Education courses, from the following:

Arts and Humanities: CAT/MUS 102 Music History II (1 cr.),
MUS 201 Music History III (3 cr.), MUS 301 Music History IV (3 cr.),
ART 302 Classical and Byzantine (3 cr.), ART 402 Medieval to Baroque (3 cr.);
English and Composition: TRV 101 Logic I; Grammar and Language (1 cr.),
TRV 201 Readings in Written Rhetoric I (1 cr.), TRV 302 Oral Rhetoric II (1 cr.)
Social and Behavioral Sciences: HUM 201 Ancient Rome (3 cr.), HUM 202 Early Middle
Ages (3 cr.), HUM 301 Late Middle Ages (3 cr.), HUM 302 Renaissance (3 cr.),
HUM 401 Enlightenment and Americanism (3 cr.), HUM 402 Modernity (3 cr.),
THL 101 Scripture: Salvation History (3 cr.), THL 102 Scripture: Revelation,
Faith, and Reason (3 cr.), THL 201 Aquinas: Mystery of the Trinity (3 cr.),
THL 202 Aquinas: Creation and Providence (3 cr.), THL 301 Aquinas: Grace, Sin,
and Redemption (3 cr.), THL 302 Aquinas: Mystery of the Incarnation (3 cr.),
THL 401 The Body of Christ: Ecclesiology (3 cr.), HUM 402 Modernity (3 cr.);
Biological and Physical Sciences: SCI 401 Natural Philosophy & Modern Science (3 cr.).

Integration and Structure

The above courses are selected within a completely integrated curriculum to highlight the specified outcomes in the state General Education requirements:

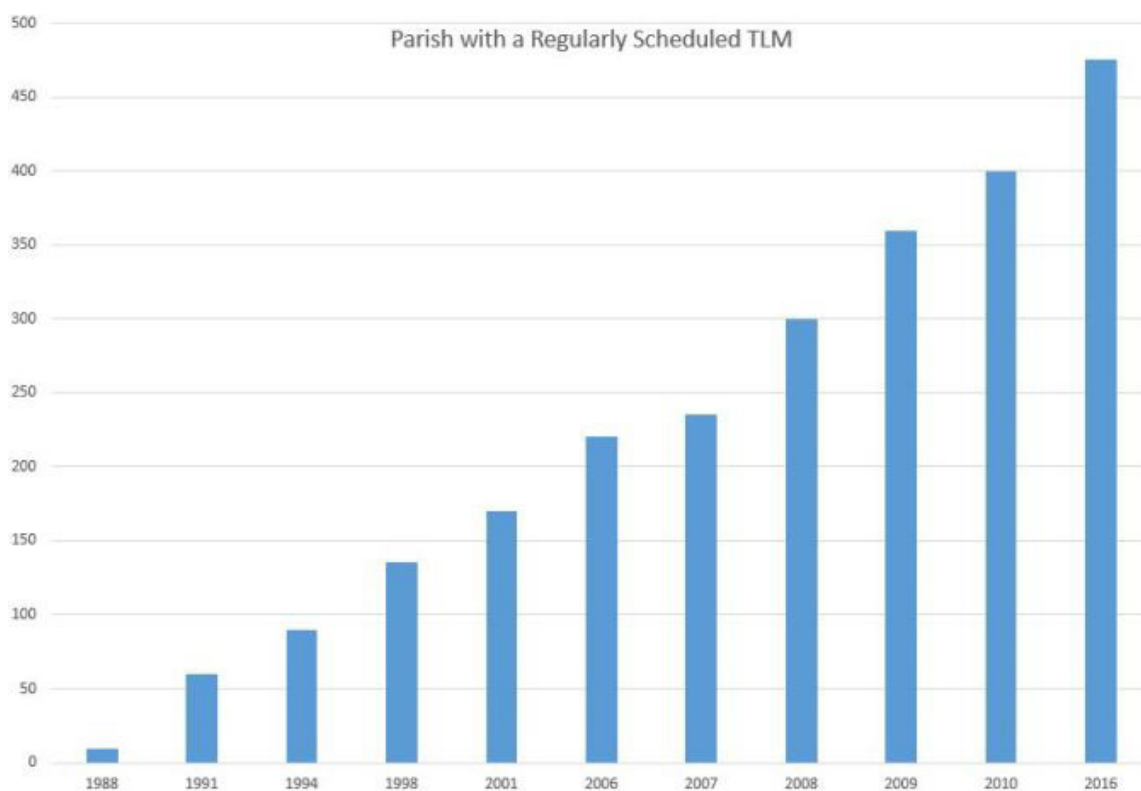
- (a) Communicate effectively in oral and written English - TRV 202 Written Rhetoric II (written), TRV 301 Oral Rhetoric I (3 cr.) (oral);
- (b) Read with comprehension - TRV 202, HUM 102;
- (c) Reason abstractly and think critically - TRV 102;
- (d) Understand and interpret numerical data - MTH 201 or MTH 401;
- (e) Understand the scientific method - SCI 101 and SCI 101L;
- (f) Recognize and appreciate cultural diversity - MUS 101;
- (g) Understand the nature and value of the fine and performing arts - MUS 301;
- (h) Demonstrate information literacy - TRV 102.

Articulation with Hagerstown Community College

We have opened discussions with Hagerstown Community College about articulation agreements. It is too early to say what the exact nature of these agreements might be. We will likely have more clarity by the time of the Stage Two Application.

(b) - Student Population Served

All four programs, that is, the BA and the three certificates, serve primarily traditionally oriented Catholics, that is, Catholics who attend what is called the “Traditional Latin Mass” (TLM). Currently there are over 500 TLMs in the United States. (One source of data puts the number at 865 TLM’s in the United States.¹) This number has risen steadily from about 135 in 1998 to about 475 in 2016, as the chart below demonstrates.² The families that attend these Masses are our target clientele, since there is no four-year institution in the country devoted specifically to serving this population. In addition, not only is this population growing, but also these families tend to have larger families than the national average, and they tend to donate to their churches at higher percentages than the national average.³ Thus, we have a growing target population and a population that gives hope for the Collegium’s philanthropic efforts.



¹http://www.latinmasstimes.com/statistics?sort=count_down.

²From <https://thesaintspub.wordpress.com/2016/11/07/the-growth-of-the-latin-mass/>.

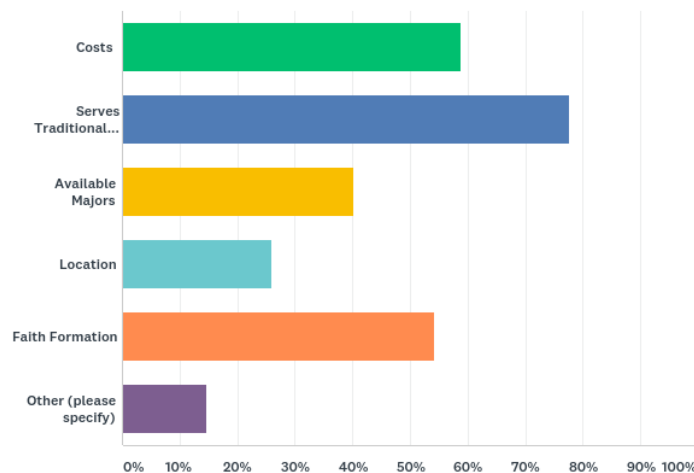
³<https://liturgyguy.com/2019/02/24/national-survey-results-what-we-learned-about-latin-mass-attendees/>.

Survey The Collegium conducted a survey from Jan 4-6, 2018. We sent the survey to a mailing list of 1,300 and posted it on Facebook. We received 201 responses. The most important data from the survey follows:

1. The Three Most Important Criteria in Selecting a College:

- Serves Traditional Catholics
- Cost
- Faith Formation.

Q6 What are your top considerations regarding the choice of college?

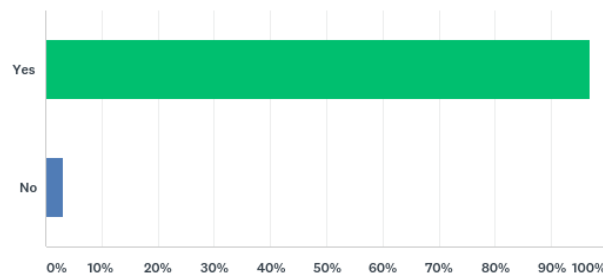


These criteria meet our mission of *Faithful, Affordable, and Classical* perfectly:

- *Faithful* - addresses Faith Formation;
- *Affordable* - addresses Cost;
- *Classical* - addresses Service to Traditional Catholics.

2. 188 of the 201 respondents indicated that the Collegium would be worth considering as a college that meets the above criteria.

Q7 Would The Collegium be worth exploring as a college that might meet your priorities?



The Collegium mission meets the most important criteria of its target clientele.

3. Other colleges that would be considered by families are all outside of Maryland:

- | | | |
|-----------------------------|----------------------------|--------------------------|
| • Thomas Aquinas College, | • Univ. of St. Thomas (MN) | • Ave Maria University, |
| • Wyoming Catholic College, | • Notre Dame, | • Franciscan University, |
| • Benedictine College, | • Renselear Universit, | • University of Dallas, |
| • Belmont Abbey College, | • Catholic University, | • Holy Apostles College, |
| • University of Mary, | • Christendom College, | • Magdalene College. |

The Collegium will not compete with any Maryland colleges for students.

(c) - Faculty and Resources Required

The Collegium will require the following faculty and facilities:

1. 9 full-time faculty and/or administrators; 4 adjunct or part-time faculty
We have not yet hired any faculty, with the exception of the president. Any faculty members will have at least a master's degree in the area taught. If he/she teaches in more than one area, he/she will have at least a master's degree in the primary area taught and expertise/experience in the secondary area taught. We will consider faculty members with a variety of backgrounds, as long as they have the necessary credentials/experience to fulfill the requirements of their positions. The president will teach MUS courses and LAT courses. His curriculum vitae is Appendix IV.
2. Student Housing for 120 students (rented apartments downtown)
3. Student Dining Hall (rented facility downtown)
4. 4 Classrooms (rented facility downtown)
5. Office space (rented facility downtown)
6. Library space (rented facility downtown)
7. Chapel (will attend St. Mary's Church downtown).

The Collegium is a teaching institution. Thus, the standard faculty load will be 4 units/semester. Those units will be divided among teaching (1 unit per course) and administrative responsibilities, which responsibilities the faculty will share to a large extent. The size of the administrative responsibility will determine the amount of teaching a faculty member will do. A large administrative post might result in a faculty member teaching a single course each semester. A faculty member with no administrative responsibility will teach four courses each semester. Most will be somewhere in the middle of that spectrum, with two or three courses and a certain amount of administrative work.

The principle administrative positions will include the following:

- The president (chief executive officer), who will teach one course each semester;
- The academic dean (chief academic officer), who will teach one course; each semester;
- The business manager, who may teach no courses, or possibly the mathematics courses;
- Dean of men, (oversight of some students services) who will teach two courses each semester;
- Dean of women, (oversight of some students services) who will teach two courses each semester;

- Dean of service, who will coordinate The Collegium's corporate work study program and teach one or two courses each semester.
- Librarian, who will teach three courses each semester.
- Development work is being contracted.
- Admissions officer, who will likely teach no courses.

Considering administrative duties, a possible faculty distribution might be as follows:

Humanities - 2 full-time plus 1 adjunct
 Theology - 2 full-time
 Philosophy - 1 full-time and 1 adjunct
 Music History - 1 full-time (shared with Latin)
 Art History - 1 adjunct
 Science - 1 adjunct
 Mathematics - 1 adjunct
 Trivium Studies - 1 full-time
 Catholic Seminar - divided among existing faculty
 Latin - 2 full-time and 1 full-time (shared with Music History)

This schema will result in six to eight courses (18-24 credits) taught by adjuncts out of a total of 134 credits.

Other Required Resources:

Health Services

Health services will be coordinated through the downtown Meritus Family Medicine Clinic at 24 N. Walnut Street in downtown Hagerstown.

Library

The Collegium will utilize the Washington County Free Library (WCFL) at 100 S. Potomace Street in downtown Hagerstown for most of its library needs. WCFL has access to 77 digital libraries or data bases, such as the Gale One Collection, including Gale Academic, Oxford Reference Premium Collection, Literary Criticism Online, Milestone Documents in American History, and WorldCat. WCFL also has a robust interlibrary loan program.

The Collegium will also utilize the library at USMH to a small degree and maintain its own small collection and reading room.

Classrooms

The Collegium needs 4 classrooms and a lab. We have had initial conversations with the Barbara Ingram School for the Arts about leasing their science lab as needed. We will also lease space in the USMH building for classrooms.

Food Service

Food services will be catered for three meals a day. Meals will be served in the second floor ballroom of The Grand at 20 W. Washington St. A caterer will be contracted in late spring or summer of 2021.

Housing

Housing will be in the historic Hamilton Hotel at 92 W. Washington. The Collegium will lease the second floor for the inaugural class and expand to the third and fourth floors as the student population grows.

Chapel

Most of the students and faculty will be parishioners of St. Mary's Church in downtown Hagerstown. As parishioners we will attend services there. The Collegium will have no direct need to operate a separate chapel.

Maintenance

Since all of The Collegium's facilities will be leased, maintenance is covered in the lease agreements.

Note: There is strong interest among the leadership of Hagerstown to have the Collegium as part of their vision to revitalize the downtown through education. Currently the USMH and the Barbara Ingram School for the Arts are initial endeavors toward fulfilling this vision. We will be the third. There are letters of support from some of the leaders of the Hagerstown community in Appendix I.

A-2: Educational Need

(a) - Need

1. Occupational Need

The Collegium is liberal arts college. As such it is not concerned with fulfilling specific occupational needs. At the same time, there is an erroneous, but commonly held, notion that students must have professional degrees to be employable. Data and experience say otherwise. According to Execu-search, 57% of employers today are more interested in applicants with certain "soft skills" than technical skills.¹ To demonstrate this, every year the University of Florida is visited by over 1,500 employers looking for workers. 85% of these employers hire students without considering their majors. They are interested in "soft skills." These include skills such as communication (aural and written), creativity, adaptability, time management, accountability, analytical thinking (addressing challenges, problem solving), and collaboration. These skills are the strength of a liberal arts program.

In addition, every student of the Collegium is required to give eight hours a week of service to the institution. Part of that service will be fulfilled by helping with the Collegium's auxiliary enterprise, Holy Angels Ministries,² which, among other things, sells books and religious articles online and *Heavenly Roast Coffee*. Students will gain hands-on experience in running a small business, working in all areas from marketing, to production, to accounting, to shipping, to customer service. Part of the service may also be fulfilled in a corporate work-study program that will be run through Holy

¹ <https://www.execu-search.com/resources/infographic/top-10-soft-skills>. This is reinforced in numerous other studies. For example, See <https://www.forbes.com/sites/lizryan/2016/03/02/12-qualities-employers-look-for-when-they-re-hiring/2/#6bd213e6e32f>, which lists these and additional similar skills.

² <https://www.holyangelsministries.org/>.

Angels Ministries and develop internships for students with local employers.

The Collegium will provide students with an education that will prepare them for many opportunities in the work force and a formation that will prepare them for an eternity in heaven, which is discussed more specifically below.

2. Societal Need

Identity, Character, Purpose, Functional Emphasis, Carnegie Classification (Published at <https://www.the-collegium.org/mission-and-vision>)

Collegium sanctorum angelorum (College of the Holy Angels) is a faithful, affordable, and classical liberal arts college. It will be a residential, four-year college that will provide a liberal arts education (B.A.) that is faithful to the intellectual, moral, spiritual, and liturgical traditions of the Roman Catholic Church,³ and a formation in Catholic living – ora et labora, both at affordable rates (currently \$16,800) for tuition, room and board.

The Collegium will provide an education that is faithful to the unchanging magisterium of the Church.

The Collegium will provide a formation in Catholic living through regular prayer (including Mass and parts of the Divine Office), opportunities for every student to work in support of the mission of the college, co-curricular activities that will support intellectual inquiry, spiritual formation, and moral discernment, and a faculty/staff that is committed to providing exemplary models of Catholic living.

With an emphasis on teaching, (Carnegie Classification of Baccalaureate College: Arts and Sciences Focus) The Collegium will provide a rigorous academic program of studies that will integrate courses into a unified conceptual whole in which students are helped to see the relationships between the subject matter of one course and another. The academic program will also be integrated with the college's corporate work-study program and The Collegium's supporting business, Heavenly Roast Coffee, thereby enabling students to gain hands-on work experience and skills.

The Collegium is as concerned about formation as it is about information. Its highest priority is to form students to live virtuous lives in this world so that they will attain eternal happiness in the next.

Thus, the residential aspect of the Collegium is critical. The residential aspect of the college will constitute a program of prayer, centered on the traditional Latin Mass and parts of the Divine Office, work, and study. The formation will be essentially contemplative in nature, to which the traditional forms of prayer are more naturally aligned. (This will also serve the needs of traditional Catholics, for whom there is currently no college devoted to such a traditional formation.) While many colleges claim to prepare students for life, The Collegium will focus on preparing students for heaven.

³ The Collegium intends to be an independent institution of higher education. It is not affiliated legally or in any other way with the Roman Catholic Church or the Archdiocese of Baltimore. More about The Collegium's relationship to the Catholic Church can be seen at <https://www.the-collegium.org/relationship-with-the-church>.

At the same time, this formation, which is both intellectual and spiritual, can only benefit society, as well. Students who develop the “soft skills” discussed above and who apply them virtuously will be informed and thoughtful contributors to society.

The Collegium will keep its costs affordable by limiting the size and scope of the program, by supporting the program with auxiliary income-producing enterprises, and by support from benefactors.

Since the Collegium is unique (in the ways discussed in the previous paragraphs), it also will give Maryland a kind of college that currently does not exist in the state. In addition, it will revolutionize the business model for colleges, which generally consider the path to financial stability as requiring perpetual growth. The Collegium’s model includes philanthropy, like every other college, but it also includes auxiliary businesses that will be an important part of the college’s financial plan, in addition to giving students hands-on business experience that will serve both them and society.

- Community Need/Benefit There is strong interest among the leadership of Hagerstown to have the Collegium as part of their vision to revitalize the downtown through education. Currently the USMH and the Barbara Ingram School for the Arts are initial endeavors toward fulfilling this vision. We will be the third, bringing a \$2M/year business to the city’s core. There are letters of support from some of the leaders of the Hagerstown community in Appendix I.

3. Similar Institutions in the State

The Collegium is a faith-based institution offering one degree, the Bachelor of Arts degree in Liberal Studies. There is one set curriculum with no electives. As such, it is different from any of the other liberal arts institutions in the state. Institutions such as McDaniel College, Washington College, and Hood College are more like comprehensive universities with a liberal arts core. Institutions such as Stevenson, Notre Dame of Maryland, Mt. St. Mary’s University, and Loyola University Maryland are truly comprehensive universities. Academically, these institutions bear no resemblance to the Collegium. All of them offer many majors, and most also have graduate programs. The Collegium’s curriculum is singularly focused on a broad liberal arts education and faith formation at the undergraduate level.

In addition, the Collegium will be a much smaller institution than any of these schools. The maximum enrollment in the Collegium will be 120 students. The purposefully small size of the institution will allow us to remain true to our mission, keep costs limited, and give students a small atmosphere well-suited to learning.

St. John’s in Annapolis might be considered to be similar, but it is different in two significant ways. First, it is a great books program. The Collegium is not. Thus, the pedagogical methodologies at the Collegium are different from that at St. John’s. Second, and more importantly, St. John’s is a secular institution, while the Collegium is a faith-based institution.

In addition, while Notre Dame of Maryland, Mt. St. Mary's University, and Loyola University Maryland might be considered to be similar to the Collegium because of their relationship with the Catholic Church, the data above on pages 6-8 show that the market for these institutions is not the market served by the Collegium. Too, the Collegium is an independent institution of higher learning. It has no legal relationship with the Catholic Church.

If the Collegium were to be considered as similar to any colleges in Maryland, it would be most similar to the Bible Colleges in the state. However, the programs of these institutions are based on various Protestant creeds. The Collegium's program is based on the Catholic creed, even though the Collegium is not affiliated legally with the Catholic Church.

2017 Maryland State Plan for Postsecondary Education

The Collegium addresses several of the strategies in this plan specifically the following:

- Strategy 2: Cultivate greater financial literacy for students and families to encourage financial planning and to prepare for postsecondary education.
This strategy notes that the 2017 cost for four years of tuition, room, and board at a state institution was \$77,534. The four-year cost, as of 2021, at The Collegium is \$67,200, over \$10,000 less than cost of a public institution four years ago. The Collegium is at the forefront of reducing the cost of a college degree.
- Strategy 6: Improve the student experience by providing better options and services that are designed to facilitate prompt completion of degree requirements.
 - Badging: Stacking Micro-Credentials
The Collegium's proposal includes **two** undergraduate certificates that are "stackable credentials." These were developed to align with this strategy.
- Strategy 7: Enhance career advising and planning services and integrate them explicitly into academic advising and planning.
Collegium faculty members all serve as advisors. In addition, The Collegium will run two auxiliary businesses (discussed above on page 11), *Heavenly Roast Coffee* and a corporate work-study program. Faculty will oversee these operations and co-ordinate academic advising with student participation in these career preparation programs.
- Strategy 8: Develop new partnerships between colleges and businesses to support workforce development and improve workforce readiness.
The Collegium corporate work-study program is designed specifically to create these partnerships. Students will apply the skills acquired in their academic program with hands-on work experience that is integrated into the entire Collegium experience.
- Strategy 9: Strengthen and sustain development and collaboration in addressing teaching and learning challenges.
The Collegium is purposefully a small institution for a number of reasons. One of those reasons relates specifically to this strategy. By being a small institution, faculty members can work with students, in small groups or even individually if necessary, to ensure success. In addition, every faculty member, before being hired, must show evidence of teaching with a variety of

pedagogical methods, in order to demonstrate the ability to address various learning styles and, again to ensure student success.

A-3: Financial Resources

Letter of Credit

Submitted under separate cover.

(a) - Long Range Financial Plan

While the Collegium will have three sources of income: Philanthropy, Tuition and Auxiliary Enterprises. The chart on the following page shows each of these sources of income as a percentage of the total projected income. Explanations will follow the chart, and a fuller projected budget will follow the explanations.

Sources of Income as a Percentage of Total Income

2021-2022

Income

| | | | | |
|--------------|----|------------|-------------|------------|
| Cash on hand | \$ | 85,000.00 | | 9% |
| Fund Raising | \$ | 255,000.00 | | 27% |
| Tuition | \$ | 571,200.00 | 34 students | 60% |
| Auxiliaries | \$ | 46,592.00 | | 5% |
| Total Income | | | \$ | 957,792.00 |

2022-2023

Income

| | | | | |
|--------------|----|--------------|-------------|--------------|
| Cash on hand | \$ | 29,312.00 | | 2% |
| Fund Raising | \$ | 260,000.00 | | 19% |
| Tuition | \$ | 1,008,000.00 | 60 students | 72% |
| Auxiliaries | \$ | 98,184.00 | | 7% |
| Total Income | | | \$ | 1,395,496.00 |

2023-2024

Income

| | | | | |
|--------------|----|--------------|-------------|--------------|
| Cash on hand | \$ | 9,796.00 | | 1% |
| Fund Raising | \$ | 270,000.00 | | 14% |
| Tuition | \$ | 1,478,400.00 | 88 students | 78% |
| Auxiliaries | \$ | 141,120.00 | | 7% |
| Total Income | | | \$ | 1,899,316.00 |

2024-2025

Income

| | | | | |
|--------------|----|--------------|--------------|--------------|
| Cash on hand | \$ | 11,016.00 | | 0% |
| Fund Raising | \$ | 275,000.00 | | 12% |
| Tuition | \$ | 1,915,200.00 | | 80% |
| Auxiliaries | \$ | 183,056.00 | 114 students | 8% |
| Total Income | | | \$ | 2,384,272.00 |

2025-2026**Income**

| | | |
|---------------------|------------------------|------------|
| Cash on hand | \$ 572.00 | 0% |
| Fund Raising | \$ 275,000.00 | 11% |
| Tuition | \$ 1,915,200.00 | 79% |
| Auxiliaries | \$ 224,680.00 | 9% |
| Total Income | \$ 2,415,452.00 | |

1. Philanthropy The Collegium will draw its population from around the country, and only minimally from the local community. Thus, we will have the opportunity to develop a national donor pool. To do this, we are working with American Philanthropy, an organization based in Great Falls, MT that has had success working with small faith-based colleges similar to ours. In addition, we have kept our philanthropic goals modest. After raising \$500,000 of start-up funding in the first two years, we will need to raise about \$275,000 annually. By the time we reach full enrollment this will amount to 11% of our annual income. In Appendix II, there are letters from Elizabeth Palla, a partner in American Philanthropy, and from Donna Bethell, former Chair of the Board of Trustees of Christendom College, which by way of comparison has to fund raise approximately 20% of its annual operating budget. Their letters will affirm that our goals are appropriate and achievable.
2. Tuition We are largely tuition-run. We are also among the lowest priced private institutions anywhere. This will help us address the cost concerns of our clientele, (See page 7, above.) and it will help us to remain competitive and make our enrollment targets.
3. Auxiliary Businesses
 - Currently, we run *Heavenly Roast Coffee*. In 2019 the business, which has no debt, generated \$22,417 of gross income. The net income was \$1,741.47, but that was because we were accumulating equipment and supplies with revenue. We have adequate equipment and supplies for several years now. As we now have no expenses other than coffee, we anticipate the net revenue to increase by about \$5,000/year over the next several years.
 - We also plan to use a corporate work study program similar to the program run by the Christo Rey Network. Their program is set up for high schools, and we believe we can adapt it for use at the Collegium with similar or even better results that the Christo Rey schools achieve.
 - A four-year projection of income and expenditures is included in the preliminary budget beginning on the following page.

Preliminary Budget and Financial Projections 2021-2026

COLLEGIUM BUDGET AS OF 1 NOVEMBER 2020

| | | 2021-2022 | BALANCE |
|---|----|----------------------|----------------------|
| INCOME | | | |
| Cash on hand | \$ | 85,000.00 | |
| Pledge | \$ | - | |
| Continuous gifts/year | \$ | 5,000.00 | |
| Tuition, Room, and Board (34 students x \$16,800) | \$ | 571,200.00 | |
| Corporate Work Study (14 studentsx8hrsx\$13x32weeks) | \$ | 46,592.00 | |
| Fundraising | \$ | 250,000.00 | |
| Total Income | | \$ 957,792.00 | |
| EXPENSES | | | |
| Housing | | | |
| | \$ | 140,000.00 | |
| Food | | | |
| \$30/day (2 meals) - 36 people - 7days/week x 32 weeks | \$ | 241,920.00 | |
| Bkfast - \$ | \$ | 25,000.00 | |
| Faculty and Student Services 3 x \$72K (inc fringe) | \$ | 216,000.00 | |
| Building | | | |
| Dining Hall and Office | \$ | 13,360.00 | |
| Classroom \$1700 | \$ | 1,700.00 | |
| Expenses subtotal | | \$ 637,980.00 | \$ 319,812.00 |
| ADDITIONAL EXPENSES | | | |
| Utilites (inc. apartments in the summer) | \$ | 15,000.00 | |
| Operating Misc | \$ | 10,000.00 | |
| Office Computer | \$ | 1,500.00 | |
| Student Services | \$ | 25,000.00 | |
| Furnishings for apartments | \$ | - | |
| Buildout | \$ | - | |
| Office Supplies and Copier | \$ | 10,000.00 | |
| Orientation | \$ | 2,000.00 | |
| Insurance | \$ | 20,000.00 | |
| Secretarial Assistance | \$ | 25,000.00 | |
| Accreditation | \$ | 12,000.00 | |
| Recruitment - materials and personnel | \$ | 100,000.00 | |
| Fundraising | \$ | 50,000.00 | |
| Contingency | \$ | 20,000.00 | |
| Additional Expenses subtotal | | \$ 290,500.00 | \$ 29,312.00 |

**COLLEGIUM BUDGET
AS OF 1 NOVEMBER 2020**

| | | 2022-2023 | | BALANCE | |
|--|----|--------------|----|--------------|---------------|
| INCOME | | | | | |
| Cash on hand | \$ | 29,312.00 | | | |
| Pledge | \$ | - | | | |
| Continuous gifts/year | \$ | 10,000.00 | | | |
| Tuition, Room, and Board (60 students x \$16,800) | \$ | 1,008,000.00 | | | |
| Heavenly Roast Coffee | \$ | 5,000.00 | | | |
| Corporate Work Study (28 studentsx8hrsx\$13x32weeks) | \$ | 93,184.00 | | | |
| Fundraising | \$ | 250,000.00 | | | |
| Total Income | | | \$ | 1,395,496.00 | |
| EXPENSES | | | | | |
| Housing | | | \$ | 265,200.00 | |
| | | | | | |
| | | | | | |
| Food | | | | | |
| \$30/day (2 meals) - 67 people - | | | \$ | 450,240.00 | |
| 7days/week x 32 weeks | | | | | |
| Bkfast - \$ | | | \$ | 40,000.00 | |
| Faculty and Students Services | | | | | |
| 4 x \$72K (inc fringe) + \$25K adjunct | | | \$ | 313,000.00 | |
| Building | | | | | |
| Dining Hall and Office | | | \$ | 13,360.00 | |
| 2 Classrooms @\$1700 | | | \$ | 3,400.00 | |
| Expenses subtotal | | | | \$ | 1,085,200.00 |
| | | | | | \$ 310,296.00 |
| ADDITIONAL EXPENSES | | | | | |
| Utilites (inc. apartments in the summer) | \$ | 20,000.00 | | | |
| Operating Misc | \$ | 15,000.00 | | | |
| Office Computer | \$ | 1,500.00 | | | |
| Student Services | \$ | 25,000.00 | | | |
| Furnishings for apartments | \$ | - | | | |
| Classroom furnishings | \$ | - | | | |
| Office Supplies and Copier | \$ | 15,000.00 | | | |
| Orientation | \$ | 2,000.00 | | | |
| Insurance | \$ | 7,000.00 | | | |
| Secretarial Assistance (inc fringe) | \$ | 45,000.00 | | | |
| Accreditation | \$ | 5,000.00 | | | |
| Recruitment | \$ | 90,000.00 | | | |
| Fundraising | \$ | 50,000.00 | | | |
| Contingency | \$ | 25,000.00 | | | |
| Additional Expenses subtotal | | | \$ | 300,500.00 | \$ 9,796.00 |

**COLLEGIUM BUDGET
AS OF 1 NOVEMBER 2020**

| | | 2023-2024 | | BALANCE | |
|----------|---|-----------|--------------|-----------|---------------------|
| INCOME | | | | | |
| | Cash on hand | \$ | 9,796.00 | | |
| | Continuous gifts/year | \$ | 20,000.00 | | |
| | Tuition, Room, and Board (88 students x \$16,800) | \$ | 1,478,400.00 | | |
| | Corporate Work Study (40 studentsx8hrsx\$13x32weeks) | \$ | 133,120.00 | | |
| | Heavenly Roast Coffee | \$ | 8,000.00 | | |
| | Fund Raising | \$ | 250,000.00 | | |
| | Total Income | | | \$ | 1,899,316.00 |
| EXPENSES | | | | | |
| | Housing | | | | |
| | | \$ | 374,400.00 | | |
| | Food | | | | |
| | \$30/day (2 meals) - 95 people - 7days/week x 32 weeks | \$ | 638,400.00 | | |
| | Bkfast - \$ | \$ | 50,000.00 | | |
| | Faculty and Student Services | | | | |
| | 6 x \$72K (inc fringe) + \$25K adjunct | \$ | 457,000.00 | | |
| | Building | | | | |
| | Dining Hall and Office | \$ | 30,000.00 | | |
| | 3 Classrooms | \$ | 15,000.00 | | |
| | Expenses subtotal | | | \$ | 1,564,800.00 |
| | | | | \$ | 334,516.00 |
| ADDITION | | | | | |
| | Utilities (inc. apartments in the summer) | \$ | 25,000.00 | | |
| | Operating Misc | \$ | 18,000.00 | | |
| | Office Computer | \$ | 1,500.00 | | |
| | Furnishings for building | \$ | 2,000.00 | | |
| | Furnishings for apartments | \$ | - | | |
| | Student Services | \$ | 35,000.00 | | |
| | Office Supplies and Copier | \$ | 17,000.00 | | |
| | Orientation | \$ | 2,000.00 | | |
| | Insurance | \$ | 8,000.00 | | |
| | Secretarial Assistance (inc fringe) | \$ | 45,000.00 | | |
| | Accreditation | \$ | - | | |
| | Recruitment | \$ | 90,000.00 | | |
| | Fundraising | \$ | 50,000.00 | | |
| | Contingency | \$ | 30,000.00 | | |
| | Additional Expenses subtotal | | | \$ | 323,500.00 |
| | | | | \$ | 11,016.00 |

**COLLEGIUM BUDGET
AS OF 1 NOVEMBER 2020**

| | | 2024-2025 | | BALANCE | |
|----------|--|-----------|--------------|-----------|---------------------|
| INCOME | | | | | |
| | Cash on hand | \$ | 11,016.00 | | |
| | Continuous gifts/year | \$ | 25,000.00 | | |
| | Tuition, Room, and Board (114 students x \$13,800) | \$ | 1,915,200.00 | | |
| | Corporate Work Study (52 studentsx8hrsx\$13x32weeks) | \$ | 173,056.00 | | |
| | Heavenly Roast Coffee | \$ | 10,000.00 | | |
| | Fund Raising | \$ | 250,000.00 | | |
| | Total Income | | | \$ | 2,384,272.00 |
| EXPENSES | | | | | |
| | Housing | | | | |
| | | \$ | 499,200.00 | | |
| | Food | | | | |
| | \$30/day (2 meals) - 125 people - 7days/week x 32 weeks | \$ | 840,000.00 | | |
| | Bkfast - \$ | \$ | 60,000.00 | | |
| | Faculty | | | | |
| | 8 x \$72K (inc fringe) + \$25,000 adjunct | \$ | 601,000.00 | | |
| | Building | | | | |
| | Dining Hall @ \$2500/mo | \$ | 30,000.00 | | |
| | 4 Classrooms | \$ | 25,000.00 | | |
| | Expenses subtotal | | | \$ | 2,055,200.00 |
| | | | | \$ | 329,072.00 |
| ADDITION | | | | | |
| | Utilites (inc. apartments in the summer) | \$ | 25,000.00 | | |
| | Operating Misc | \$ | 20,000.00 | | |
| | Office Computer | \$ | 1,500.00 | | |
| | Furnishings for building | \$ | 2,000.00 | | |
| | Furnishings for apartments | \$ | - | | |
| | Classroom furnishings | \$ | 10,000.00 | | |
| | Student Services | \$ | 40,000.00 | | |
| | Orientation | \$ | 2,000.00 | | |
| | Insurance | \$ | 8,000.00 | | |
| | Secretarial Assistance (inc fringe) | \$ | 45,000.00 | | |
| | Accreditation | \$ | - | | |
| | Recruitment - materials and personnel | \$ | 90,000.00 | | |
| | Fundraising | \$ | 50,000.00 | | |
| | Contingency | \$ | 35,000.00 | | |
| | Additional Expenses subtotal | | | \$ | 328,500.00 |
| | | | | \$ | 572.00 |

**COLLEGIUM BUDGET
AS OF 1 NOVEMBER 2020**

| | | 2025-2026 | BALANCE |
|-----------------|--|----------------|--------------------------------------|
| INCOME | | | |
| | Cash on hand | \$ 572.00 | |
| | Continuous gifts/year | \$ 25,000.00 | |
| | Tuition, Room, and Board (114 students x \$13,800) | \$1,915,200.00 | |
| | Corporate Work Study (60 studentsx8hrsx\$13x32weeks) | \$ 199,680.00 | |
| | Heavenly Roast Coffee | \$ 25,000.00 | |
| | Fund Raising | \$ 250,000.00 | |
| | Total Income | | \$ 2,415,452.00 |
| EXPENSES | | | |
| | Housing | | |
| | | \$ 499,200.00 | |
| | Food | | |
| | \$30/day (2 meals) - 125 people - 7days/week x 32 weeks | \$ 840,000.00 | |
| | Bkfast - \$ | \$ 60,000.00 | |
| | Faculty | | |
| | 8 x \$72K (inc fringe) + \$50,000 adjunct | \$ 626,000.00 | |
| | Building | | |
| | Dining Hall @ \$2500/mo | \$ 30,000.00 | |
| | 4 Classrooms | \$ 25,000.00 | |
| | Expenses subtotal | | \$ 2,080,200.00 \$ 335,252.00 |
| ADDITION | | | |
| | Utilities (inc. apartments in the summer) | \$ 25,000.00 | |
| | Operating Misc | \$ 20,000.00 | |
| | Office Computer | \$ 1,500.00 | |
| | Furnishings for building | \$ 2,000.00 | |
| | Furnishings for apartments | \$ - | |
| | Classroom furnishings | \$ 10,000.00 | |
| | Student Services | \$ 45,000.00 | |
| | Orientation | \$ 2,000.00 | |
| | Insurance | \$ 8,000.00 | |
| | Secretarial Assistance (inc fringe) | \$ 45,000.00 | |
| | Accreditation | \$ - | |
| | Recruitment | \$ 90,000.00 | |
| | Fundraising | \$ 50,000.00 | |
| | Contingency | \$ 35,000.00 | |
| | Additional Expenses subtotal | | \$ 333,500.00 \$ 1,752.00 |

(b) - Long Range Financial Plan

The Collegium does not have an audited financial statement.

Copy attached? ☐ Yes ☒ No

(c) - Chief Financial Officer

The chief financial officer is Dana Rissley. Ms. Rissley is a CPA with a decade of experience in senior level Finance and Accounting roles. She is a former Financial Director who has structured, implemented and improved the financial reporting process, including providing ongoing oversight to internal and external stakeholders. She has organized client finance & accounting teams, including financial statement preparation and review (GAAP compliance) and has prepared annual tax returns. She has worked closely with not for profit entities (both established and newly formed), providing financial oversight, financial planning & analysis guidance, strategic planning, and business development guidance. She is well qualified to fulfill the requirements of COMAR 13b.02.02.13G. Her complete resume is in Appendix V.

Submission

Please submit all information to

Maryland Higher Education Commission Office of Academic Affairs
c/o Karen King-Sheridan
6 N. Liberty Street, 10th Floor
Baltimore, Maryland 21201
(410) 767-3300
acadprop.mhec.@maryland.gov (for electronic submissions).

This page left blank intentionally

APPENDIX I

LETTERS OF SUPPORT FROM LEADERS OF THE HAGERSTOWN COMMUNITY:

Howard B. Bowen, CEO of Ewing Oil Company

Mark Halsey, Director of USMH

Andrew Serafini, Maryland State Senator from District 2



Phone: 301 790-7474
800 452-7004
Fax: 301 790-7499

January 8, 2020

Office of Academic Affairs
Maryland Higher Education Commissions
6 N. Liberty Street, 10th Floor
Baltimore, MD 21201

To Whom It May Concern:

My name is Howard Blackwell Bowen and I am writing to you to express my strong support for the location of The Collegium Sanctorum Angelorum in downtown Hagerstown, Maryland. In recent years I have been actively engaged in fund raising for several downtown Hagerstown institutions. I chaired the volunteer effort to raise \$1.6 million to establish the Physician Assistant/Nurse Practitioner graduate programs at the University System of Maryland at Hagerstown. I am currently working with USMH to raise funds for their new Culinary program.

Last year I co-chaired the \$15 million capital campaign to expand and renovate our downtown performing arts center, The Maryland Theatre. When all of the pledges are paid, the theatre will be debt free.

There are many other positive projects taking place in downtown Hagerstown. The Collegium would be a welcome addition to our growing downtown.

Sincerely,

A handwritten signature in blue ink, appearing to read "H. Bowen", written over a horizontal line.

Howard B. Bowen
CEO

11949 Robinwood Drive • Hagerstown, MD 21742-4483



January 13, 2020

Maryland Higher Education Commission
6 N. Liberty Street
Baltimore, MD 21201

Dear Colleagues:

It gives me great pleasure to support Dr. Edward Schaefer and the Collegium in their application to operate as a four-year private liberal arts college in Hagerstown, Maryland. I've met with Dr. Schaefer on several occasions, and believe that the Collegium's contribution to the higher education life of Hagerstown will be important and long-lasting.

As Executive Director of one of the three regional higher education centers that are part of the University System of Maryland, I do not foresee this initiative as detracting from, or being competitive with, our center. As you know, our programs begin with upper division undergraduate coursework in an effort to not compete with Maryland's community colleges. The Collegium's first two years of coursework would not be competitive in the same way, and their upper division courses will not be duplicative of anything we offer, or expect to offer, in the future.

In addition to being supportive professionally, I am supportive due to the prospective impact Dr. Schaefer and the Collegium will have on the local community and economy. His intent to renovate vacant, or vastly underutilized, buildings downtown to house and feed students in what promises to be a solely residential campus experience, will be an important contributor to our downtown's revitalization. And the students' presence downtown will contribute to its vitality.

I am in complete support of the efforts of the Collegium as they seek to operate in Hagerstown, have promised my help in any way that is not competitive with my own institution, and believe that adding options – private and public – for students to get a higher education degree is always beneficial.

Please do not hesitate to reach me with any questions you might have.

Yours truly,

A handwritten signature in blue ink that reads "Mark C. Halsey". The signature is fluid and cursive, with the first name "Mark" being the most prominent.

Mark C. Halsey
Executive Director

mchalsey@hagerstown.usmd.edu

ANDREW A. SERAFINI
Legislative District 2
Washington County

Budget and Taxation Committee



THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401

Annapolis Office
James Senate Office Building
11 Bladen Street, Room 321
Annapolis, Maryland 21401
410-841-3903 • 301-858-3903
800-492-7122 Ext. 3903
Fax 410-841-3940 • 301-858-3940
Andrew.Serafini@senate.state.md.us

District Office
P.O. Box 454
Williamsport, Maryland 21795
301-223-4188

January 13, 2020

The Honorable James Fielder, Secretary
Maryland Higher Education Commission
6 North Liberty Street
Baltimore, MD 21201

Dear Secretary Fielder,

I am writing to you today to express my wholehearted support for the proposed Collegium sanctorum angelorum, dba The Collegium, which would be located in Hagerstown, Maryland. The Collegium would operate as a 4 year private liberal arts college adding more options to students in the Hagerstown who wish to obtain a higher education degree.

As the Senator for Washington County District 2, I have been working with Governor Hogan's Administration to obtain funding for the Urban Improvement Project in downtown Hagerstown. Other advocates of the UIP have also stated their support for this proposed project. I believe that The Collegium will prove to be an asset to the revitalization of downtown Hagerstown and offer additional education resources in our county for those who seek a degree from a private Catholic faith-based institution.

Therefore, I offer my full support and assistance to this project and respectfully request your approval of the attached application.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew A. Serafini".
Andrew A. Serafini

cc: Ed Schaefer

APPENDIX II

LETTERS OF SUPPORT FROM EXPERTS IN HIGHER EDUCATION FUND RAISING:

Donna Bethel, Past President of the Board of Trustees,
Christendom College
Elizabeth Palla, Partner, American Philanthropic

Donna F. Bethell
4393 Embassy Park Drive, N.W.
Washington, D.C. 20016
202-364-9692

January 13, 2020

Dr. Edward Schaefer
President, Collegium sanctorum angelorum
1619 NW 19th Circle
Gainesville, FL 32605

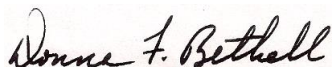
Dear Ed:

Thank you for the opportunity to review the draft Stage One Application to the Maryland Higher Education Commission for the Collegium sanctorum angelorum. I find your proposal to be well-considered and most appropriate to address the educational needs of a student body who are not being served by existing educational institutions.

In particular, based on my experience at Christendom College, I consider that your plan to raise 10% of your operating expenses through gifts to be feasible. Christendom College raises some 20% of its operating budget from donations. It has been able to reduce this ratio somewhat, but the realities of unavoidable costs and the desire to keep tuition from rising indefinitely make some level of fund-raising unavoidable. I think that you have prudently assessed your needs and your capabilities.

Please let me know how I can help.

Sincerely yours,

A handwritten signature in black ink that reads "Donna F. Bethell". The signature is written in a cursive style with a large, stylized 'D' and 'B'.

Donna F. Bethell

January 10, 2020

Maryland Higher Education Commission
Office of Academic Affairs
c/o Karen King-Sheridan
6 N. Liberty Street, 10th Floor
Baltimore, Maryland 21201

To whom it may concern:

I am pleased to write in support of the Collegium Sanctorum Angelorum's application for approval to operate in the State of Maryland. I am a partner and part-owner of the national consulting firm American Philanthropic, which provides strategic consulting and services to non-profits and donors. The firm has a particular expertise in nonprofit fundraising and has worked with several small colleges and universities that operate in a similar sphere to that of the Collegium, including Christendom College, Magdalen College, and Wyoming Catholic College.

My colleagues and I are familiar with the Collegium's mission and goals and plan to work together with the Collegium's leaders to raise the start-up funds necessary to successfully launch the institution and lay the groundwork for its annual fundraising efforts going forward. In the course of our work we will be providing donor prospect research, donor-facing collateral materials and communications, and training and coaching services.

According to the financials laid out in the Collegium's application, the estimated amount to be raised through fundraising by the end of the 2021–2022 school year (approximately 2.5 years from the current date) totals \$500,000, with annual fundraising needs in latter years of \$200,000 or below.

In American Philanthropic's proprietary database, we have identified over 330 donors and grantmaking foundations that have both giving capacity and a high degree of affinity for the Collegium's mission. The combined annual giving of these donors is over \$180,000,000. If the Collegium were to successfully approach these donors and capture even .5 percent of this giving on an annual basis the institution would meet its annual fundraising goals several times over—even before considering any additional donors we will identify in the course of our work with the Collegium over the next six months.

While we expect that the effort will take a great deal of time and diligence, in my professional opinion the fundraising goals as articulated in the Collegium's application are reasonable and

achievable given consistent focus and attention from the Collegium's leadership and adherence with good development practices and principles.

I would be happy to answer any further questions you have regarding the Collegium's fundraising needs and prospects for success and can be reached at lpalla@americanphilanthropic.com or at 302-635-7354 x 103.

Sincerely,

A handwritten signature in cursive script, reading "Elizabeth Palla", followed by a long horizontal flourish.

Elizabeth Palla
Partner

APPENDIX III
COURSE DESCRIPTIONS

HUMANITIES

HUM 102 – Ancient Greece (3 credits)

Traces Greek history from the development of Greek civilization, as manifested in political, intellectual, and creative achievements from the Bronze Age to the end of the classical period. Students read original sources in translation as well as the works of modern scholars.

HUM 201 – Ancient Rome (3 credits)

Traces the history of Rome from its beginnings to the 5th century A.D. The first half covers Kingship to Republican form; the conquest of Italy; Roman expansion: Pyrrhus, Punic Wars and provinces; classes, courts, and the Roman revolution; Augustus and the formation of empire. The second half covers Virgil to the Vandals; major social, economic, political and religious trends at Rome and in the provinces. The development of the Church in Rome will be a constant theme throughout the course. *Prerequisite: Sophomore standing or permission.*

HUM 202 – Early Middle Ages (AD 284-1000) (3 credits)

Explores developments in the political, social, and religious history of Western Europe from the accession of Diocletian to the feudal transformation. Topics include the conversion of Europe to Christianity, the fall of the Roman Empire, the rise of Islam and the Arabs, the “Dark Ages,” Charlemagne and the Carolingian renaissance, and the Viking and Hungarian invasions. *Prerequisite: Sophomore standing or permission.*

HUM 301 – Late Middle Ages (AD1000-1300) (3 credits)

Explores the political, military, religious, social, economic, and cultural history of Europe in the high and late middle ages. Topics and events include the Crusades, the Black Death, the rise of centralized governments, the growth of towns, and their long-term effects on European society. Students read works by modern scholars and translations of works by Medieval writers; and also examine non-textual sources, including examples of the art, architecture, and material culture of medieval Europe. *Prerequisite: Junior standing or permission.*

HUM 302 – Renaissance (AD 1300-1600)

Explores the political, military, religious, philosophical, social, economic, and cultural history of Europe in the Renaissance. Topics and events include the development of Humanism, the Protestant revolution, Council of Trent, exploration of the Americas, and notable personalities of the era. Students read works by modern scholars and translations of works by Renaissance writers; and also examine non-textual sources, including examples of the art, architecture, and material culture of Renaissance Europe. *Prerequisite: Junior standing or permission.*

HUM 401 – Enlightenment and Americanism (3 credits)

Studies the principles and major events of the Enlightenment and their influence on John Locke and the founding fathers of the United States in developing the revolutionary political and cultural structure of America. Students will also examine writing of the sixteenth-century Spanish Dominicans, their influence on John Locke, and how the American Revolution correlated to and departed from Catholic teaching. *Prerequisite: Senior standing or permission.*

HUM 402 – Modernity (3 credits)

Explores modernism as a philosophical position, its development, and, in particular, its influence on contemporary secular society and the Catholic Church. Students will read excerpts from modernist philosophers and various documents of the Church addressing modernism, in addition to writings by Catholic theologians influenced by modernism, such as Romano Guardini, and their subsequent influence on Vatican Council II. *Prerequisite: Senior standing or permission.*

THEOLOGY**THL 101 – Scripture: Salvation History (3 credits)**

Provides an understanding of God's comprehensive plan for the salvation of mankind, as the revelation of that plan unfolds in human time and through God-ordained events from Genesis to the establishment of the Church. Students will study twelve periods of Bible history, touching on the major Biblical and historical events of each period with references to the corresponding Biblical passages.

THL 102 – Scripture: Revelation, Faith, and Reason (3 credits)

Examines Scripture as a source of Divine revelation, in addition to the intrinsic relationship between revelation, faith, and reason. Topics will include Catholic teaching on faith and reason, reason and revelation, reason and faith, the acceptance of revelation by faith, and sources of revelation outside of Scripture and their relationship to Scripture

THL 201 – Aquinas: Mystery of the Trinity (3 credits)

Engages the mystery of the Trinity through an explication of the Church's doctrine regarding the Trinity, especially as articulated by St. Thomas Aquinas. Students will study the definitive revelation of the triune identity of God through and in the person of Jesus Christ and trace the development of the Church's reflection and proclamation of this mystery through her controversies and councils, seeking to understand key systematic developments, especially in the Patristic and Medieval periods. *Prerequisite: Sophomore standing or permission.*

THL 202 – Aquinas: Creation and Providence (3 credits)

Studies creation as a function of Divine providence, with particular emphasis on the writings of St. Thomas Aquinas. Topics will include St. Thomas' understanding of nature, the doctrine of man as the image of God, Divine agency and the autonomy of nature, creation and Genesis, and creation and evolution in the contemporary world. *Prerequisite: Sophomore standing or permission.*

THL 301 – Aquinas: Grace, Sin, and Redemption (3 credits)

Studies grace as a free and undeserved gift from God to enable man to respond to His call to be His adoptive children; sin as the rejection of God's grace; and redemption as God's deliverance of man from the ravages of sin through the sacrifice of His Only-begotten Son, Jesus, Christ on the Cross at Calvary. Students will study particularly St. Thomas Aquinas' discussions of these topics, in addition to other writings for which St. Thomas serves as a basis, such as merit, atonement, and sacrifice. *Prerequisite: Junior standing or permission.*

THL 302 – Aquinas: Mystery of the Incarnation (3 credits)

Studies creation, man's need for God and God's provident, loving, and redeeming plan for man, and the definitive revelation of the mystery of God through the Incarnation of Christ. Students will focus primarily on St. Thomas' treatise on the Incarnation of the Son of God, and also study selected writings of the early Church Councils on the subject, such as Ephesus I and Nicea II, and of the early Church Fathers on the subject, such as St. Athanasius, St. Gregory of Nyssa, and St. Cyril of Alexandria. *Prerequisite: Junior standing or permission.*

THL 401 – The Body of Christ: Ecclesiology (3 credits)

Examines the Church as the extension of the Incarnation of the God-man, Jesus Christ, born from the wounded side of Christ. Students will study the great Masters and Magisterial teachings of Catholic tradition regarding the questions that pertain specifically to the mystery of the Church—her nature, origin, foundation, structure, visible and invisible aspects, membership, hierarchical constitution, purpose and destiny. Students will also explore various images of the Church such as Immaculate Bride of Christ, Mystical Body of Christ, the Family of God, the New Israel, the Mother and Teacher of all nations. Finally, students will reflect scientifically and reverently on the mystery of the Church into which they have been reborn and by whose life they live as members of Christ. *Prerequisite: Junior standing or permission.*

THL 402 – Our Life in Christ: Catholic Social Doctrine (3 credits)

Studies the Church's efforts through history to address questions regarding life in society. Students will examine works, especially from the nineteenth and twentieth centuries, that systematically present the foundations of Catholic social doctrine, the value of Catholic social doctrine as an instrument of evangelization, and the importance of moral values in the development of social teaching. Students will also compare the perennial teaching of the Church on the subject of ecclesiology with the changes that were instituted in the writings of Vatican Council II, and they will engage the role of Catholic social teaching in addressing contemporary societal issues. *Prerequisite: Senior standing or permission.*

PHILOSOPHY**PHL 102 – Plato: Intro to Philosophy (3 credits)**

Examines how philosophy differs from science, religion, and other modes of human discourse, by tracing the origins of philosophy in the Western tradition in the thinkers of Ancient Greece. Students will focus on Plato's thoughts about the ultimate constituents of reality, along with the thoughts of his teacher, Socrates, and some of their predecessors.

PHL 301 – Aristotle: Philosophy of Man (3 credits)

Examines Aristotle's understanding of man, as described in his ethical work, *Nicomachean Ethics*. Students will explore Aristotle's description of human nature as having rational and irrational psyches as well as a natural drive for creating society, gaining knowledge, finding happiness and feeling connected with God, both in its own right, and as a foundation for the theological and philosophical developments of St. Thomas Aquinas. *Prerequisite: Junior standing or permission.*

PHL 302 – Aristotle: Ethics (3 credits)

Continues the study of Aristotle from PHL 301, studying further Aristotle's *Nicomachean Ethics* and also his *Eudemian Ethics*. Students will explore Aristotle's view of ethical theory as distinct from the theoretical sciences by examining its methodology, its general principles, and its application to the nature of human well-being. Students will also study the ethical virtues (justice, courage, temperance, etc.) and how such virtues are acquired. Again, Aristotelian thought will be engaged as foundational to Thomastic thought. *Prerequisite: PHL 301 or permission.*

PHL 401 – Aristotle: Politics (3 credits)

Studies Aristotle's *Politics*, with its guides for rulers and statesmen, as a basis for exploring the role of politics in contemporary society and the proper comportment of politicians. Students will also engage this study in the context of Catholic teaching regarding the universal kingship of Jesus Christ. *Prerequisite: Senior standing or permission.*

PHL 402 – Aristotle: Metaphysics (3 credits)

Examines Aristotle's *Metaphysics* in order to study such topics as first causes and the principles of things; substance, matter, and subject; substance and essence. Students will study these and other topics as foundational to understanding Catholic theological doctrines on such matters as transubstantiation. *Prerequisite: Senior standing or permission.*

MUSIC HISTORY**MUS 101 – Music History I (3 credits)**

Studies the Greek precursory terminology to Medieval modal terminology, the Medieval Octoechos, Carolingian chant, and especially Carolingian notation. Students will attempt to infuse the interpretive nuances indicated in early notation into contemporary chant performance. Students will also learn the musical parts of the Mass and the Divine Office.

MUS 102/CAT 102 - Music History II (1 credit)

Surveys many of the musical works, mostly by listening, that are not covered in Music History I, III, or IV.

MUS 201 – Music History III (3 credits)

Surveys the development of music in the Catholic Church in three significant periods of reform: the reforms of Pope John XXII (13th century), the reforms of the Council of Trent (16th century), and the reforms of Pope Benedict XIV (18th century). Students will examine in each period the reason for reform, the actual reforms, and their results. In addition, students will explore many of the great musical treasures of the Church's musical repertoire from these periods.

MUS 301 – Music History IV (3 credits)

Surveys the development of music in the Catholic Church in two significant periods of reform: the reforms of Pope Pius X and his immediate successors (first half of 19th century), and the reforms of the Vatican Council II (second half of the 20th century). Students will examine in each period the reason for reform, the actual reforms, and their results. In addition, students will explore many of the great musical treasures of the Church's musical repertoire from these periods.

ART HISTORY

Art 302 – Classical and Byzantine Art (3 credits)

Surveys various forms of art that develop Christian themes and imagery up to about AD 500. Students will explore how early Christian art drew from and yet differentiated itself from its classical Greek and Roman art, how art adorned everything from sarcophagi, to buildings, to paintings, icons, statues, furnishings, vestments, and more. In addition, students will study how Eastern and Western philosophies about art resulted in very different paths of development.

Art 402 – Medieval to Baroque Art (3 credits)

Surveys various forms of art that develop Christian themes and imagery from about AD 500 to about AD 1750. Students will study great art works of various genres, including architecture, in both Eastern and Western traditions, as well as the philosophies and events that shaped their development.

SCIENCE

SCI 101 – Biology (3 credits)

Introduces important biological concepts and principles common to all living organisms. Topics include the cell, energetics, genetics, physiology, and ecology. Integrates laboratory and classroom work and is taught from the perspective of Catholic teaching regarding life.

SCI 101L - Biology Lab (1 credit)

Laboratory experiments to explore and reinforce the concepts and principles taught in SCI 101. *Corequisite: Enrollment in SCI 101.*

SCI 401 – Natural Philosophy and Modern Science (3 credits)

Challenges the idea that Science has replaced natural philosophy. By a comparative analysis of natural philosophy, theology, and science, students will grapple with the relevance to and proper role of natural philosophy in the development contemporary science, and also some of the issues that scientific developments raise. *Prerequisite: Senior standing or permission.*

MATHEMATICS

MTH 201 – Math Applications: Intro to Programming (3 credits)

Provides an introduction into several programming languages, such as Learn HTML5, CSS3, JavaScript, jQuery, Bootstrap, Express.js, React.js, Node.js, Database Theory, MongoDB, MySQL, Command Line, and/or Git. The languages will vary depending upon current industry uses. Students will work on real-world projects, building websites, creating full stack single page applications, and more.

MTH 401 – Statistics (3 credits)

Aquaints students with the techniques of elementary statistics. Emphasizes computation and interpretation of data. Topics include calculation and graphing methods, measures of central tendency, measures of variation, measures of association and correlation; sampling and hypothesis testing. *Prerequisite: Senior standing or permission.*

TRIVIUM STUDIES

TRV 101 – Logic I: Grammar and Language (1 credit)

Studies grammar as the basis for clarity in language. Topics include a review of all parts of speech; phrase, sentence, and paragraph construction (syntax); morphology, and etymology. Students will work in different written and oral forms.

TRV 102 – Logic II: Socratic Logic (3 credits)

Continues to develop fluency with the knowledge base of TRV 101 using the Socratic method in various topics. Students will work in different written and oral forms. *Prerequisite: TRV 101 or permission.*

TRV 201 – Readings in Written Rhetoric (1 credit)

Builds on TRV 101 and TRV 102 by analyzing examples of rhetorical writing. Students will analyze examples ranging from classical Roman rhetoric to contemporary political speeches. *Prerequisite: TRV 102 or permission.*

TRV 202 – Written Rhetoric II: Composition (3 credits)

Builds on TRV 101, TRV 102, and TRV 201 by writing examples of assigned forms using various techniques studied in earlier semesters. *Prerequisite: TRV 201 or permission.*

TRV 301 – Oral Rhetoric I (3 credits)

Builds on TRV 101, TRV 102, TRV 201, and TRV 202 by delivering prepared examples of assigned forms using various techniques studied in earlier semesters. *Prerequisite: TRV 202 or permission.*

TRV 302 – Oral Rhetoric II (1 credit)

Continues the process started in TRV 301 with students delivering both prepared and extemporaneous examples of assigned forms using various techniques studied in earlier semesters. *Prerequisite: TRV 301 or permission.*

CATHOLIC SEMINAR

CAT 101, CAT 201, CAT 301 (1 credit each)

Students study, engage, and debate various issues of current importance in the Church. The seminar is a rotating topics course. Thus, specific topics will vary from semester to semester. Examples of topics include The Divine Office, External of the Catholic Faith, Vocations, Apologetics, History of the Liturgy, Exercise and Importance of Tradition.

CAT 102/MUS 102 (1 credit)

One of the Catholic Seminars is a fixed course. It is the same as MUS 102, described above.

LATIN

LAT 101 – Elementary Latin I (4 credits)

Introduces Latin as a spoken and written language. Students study the fundamentals of grammar, vocabulary, ecclesiastical pronunciation, elementary vocal expression and dialogues, and reading comprehension.

LAT 102 – Elementary Latin II (4 credits)

Continues all the topics of LAT 101. Students will complete the fundamentals of grammar in this semester and will develop an adequate vocabulary to understand all the common parts of the Mass. *Prerequisite: LAT 101 or permission.*

LAT 201 – Intermediate Latin I (4 credits)

Continues to develop fluency with spoken Latin and begins readings in Latin prose, such as Julius Caesar's Gallic Wars. *Prerequisite: LAT 102 or permission.*

LAT 202 – Intermediate Latin II (4 credits)

Continues to develop fluency with spoken Latin, readings in Latin prose, and introduces classical Latin poetry. *Prerequisite: LAT 201 or permission.*

LAT 301 – Advanced Latin I (3 credits)

Continues to develop fluency with spoken Latin, and more advanced readings in Latin prose, and Latin poetry, including Latin hymns and Psalms. *Prerequisite: LAT 202 or permission.*

LAT 302 – Advanced Latin II (3 credits)

Continues to develop fluency with spoken Latin, and more advanced readings in Latin prose, and Latin poetry, including Latin hymns and Psalms. By the end of this semester students will develop an adequate vocabulary to understand all the Psalms, hymns, readings, and orations of Lauds and Vespers. *Prerequisite: LAT 301 or permission.*

LAT 401 – Advanced Latin III (3 credits)

Continues to develop fluency with spoken Latin, advanced readings in Latin prose and Latin poetry, and introduces scriptural and theological readings in Latin. *Prerequisite: LAT 302 or permission.*

LAT 402 – Advanced Latin IV (3 credits)

Continues to develop fluency with spoken Latin, advanced readings in Latin prose and Latin poetry, and scriptural and theological readings in Latin. *Prerequisite: LAT 401 or permission.*