

WOODBURY UNIVERSITY

CHAIRMAN'S REPORT 2013



WOODBURY'S NEW PRESIDENT
Luis María R. Calingo, Ph.D.

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Woodbury's 13th President

Luís María R. Calingo, Ph.D.

Woodbury President Dr. Luís María R. Calingo: Up Close and Personal

He has walked in their shoes.

Woodbury students and their University President have much in common, and nothing surpasses a visceral, shared bond around education itself. They know about struggle and achievement, and they possess a reverence for what the process can produce.

Luís Calingo has said that, as a college student, he felt that he had to work twice as hard because he came from a different culture. With a fierce work ethic, he earned an MBA and a Ph.D. more rapidly than most. His story, and the stories of so many Woodbury students, recalls that an ad campaign of a generation ago: He got an education the old-fashioned way — he earned it.

Luís Calingo was born in 1955 in Quezon City, the Philippines's largest city and a part of greater Manila. Of his mother and father — both graduates of a private engineering college — he observed, "I probably inherited my bias for systematic approaches from both my parents." His father worked in mosquito control, his mother was a cum laude grad in chemical engineering. Both eventually were employed by the national bureau of motor vehicles.

With his mother's death when he was 12, Luís — one of six children — began to live the principle that the eldest Filipino child is responsible for the care of the younger children. Luís recalls being moved by his mother's conviction that "life is what you make it."

It was during his high school years that he was first exposed to the Jesuits, and from that order he cultivated a passion to serve others. During Marcos-imposed martial law, Luís became a student activist with a deep commitment to social justice. He was also a devout member of the Legion of Mary, which is where he met his future wife, Gemeline.

While a student activist, he realized that most of his classmates were from wealthier Filipino families. In reflecting on that time, Luís recalls being awakened to the reality of poverty — not his family's, but the deprivation that afflicted so much of Philippine society. Ultimately, he curtailed his own protest activities because of family responsibilities.

Upon graduation from the University of the Philippines with a degree in industrial engineering, Dr.



Calingo went to work for a governmental, aid-funded development project that sought to organize farmer associations, finance small-scale irrigation systems and mechanize farming to serve impoverished Filipinos. In short order, he earned a master's degree in urban and regional planning, leading the development of a program to build model communities run by housing cooperatives throughout the countryside. When Dr. Calingo began his academic career in America — at the University of Pittsburgh, where he earned both an MBA and a Ph.D. — he did so with a distinctly Asian perspective.

Professionally, he has served with public and private institutions alike. As a management professor at California State University, Fresno, he published prolifically, earned tenure, and was named Dean of the Business School, which then had some 2,600 majors. He was instrumental in securing a \$10 million gift that led to the school being named for Sid Craig, head of the Jenny Craig weight loss corporation.

Dr. Calingo moved south, becoming Dean of the College of Business Administration and Professor of International Business at California State University, Long Beach, and, eventually, point person for Business

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School Deans throughout the 23-campus CSU system. He left Long Beach to become Dean of the Boler School of Business at John Carroll University, the Jesuit University of Cleveland, and, just prior to Woodbury, Dean of the School of Business and Leadership of Dominican University of California. There, he rose to Executive Vice President and Chief Academic Officer.

Along the way, the U.S. Information Agency asked Dr. Calingo to lecture on quality management in his native Philippines — a request that reflected his expertise in the Baldrige National Quality Program. It proved to be a turning point, a specialization that has taken him, on multiple occasions, to Thailand, Indonesia, Mongolia, Pakistan, Singapore, and Sri Lanka, and the Philippines for what he has called “my national service.”

Dr. Calingo has since devoted his academic/business career to analyzing East Asian cultures, and in transmitting the most advanced understanding of quality control, productivity and strategic planning, among other business best practices. His professional life is committed to cultural bridge-building of the most

practical yet profound kind.

But for Luis Calingo, it's not just professional — it's also personal. His work connects to deeply-felt passions and deeply-held convictions. For more than a decade, he has spread the gospel of quality management to government and University leaders throughout Asia, becoming a presence in the Asian movement to improve productivity and quality. In so doing, he is playing a significant role in fostering development in emerging economies, by extension affecting the well-being of millions.

“Everyone has a unique endowment, and I believe that in my case part of it is in teaching and being able to contribute to someone else's learning,” Dr. Calingo has said, “When you see someone's eyes sparkle or detect an ‘ah ha,’ there is the validation that you have done quality work.”

In parting remarks in his inaugural address to the Woodbury Community in 2012, he put it this way: “Paraphrasing Abraham Lincoln, it is difficult to predict what you will be in the future. The best way to predict the future is to create it. In order to create your future, you need to continually develop your competence, be willing to learn new skills and retool if necessary, and be open to any opportunities that might arise.”

President Luís Calingo: The First 18 Months

What does Luís María R. Calingo say is the greatest challenge he faced during his first 18 months as President of Woodbury University?

Facilitating change.

“My most significant challenge has been one of convincing people that change is in their best interest,” Calingo told the Board of Trustees in October 2013. “Leading a realignment involves a big challenge: getting the best information to make good decisions and acting on those decisions without creating resistance or hostility.”

In addition to leading the development of the Woodbury University Strategic Plan, 2012-2025, and ending his first year with a balanced budget, Calingo takes pride in having built a more cohesive leadership team whose members work collaboratively, think institutionally and commit to quality and continuous improvement.

Here are some of the milestones leading to these achievements:

July - December 2012

Arriving on campus July 1, 2012, with precious little time before classes began in late August, Dr. Calingo

spent his first weeks at Woodbury getting acquainted with faculty and staff and venturing off-campus to meet with key leaders from the local community.

Dr. Calingo visited his eminence Archbishop Hovnan Derderian, head of the Western Diocese of the Armenian Church, to discuss their mutual interests in serving the needs of Woodbury students and the local community.

“I listened and learned as much as I could about Woodbury and about what things were working well,” says Dr. Calingo. “I also listened to what people had to say about the kinds of changes that were going to be necessary to collectively move Woodbury to a higher level of competitiveness, distinctiveness and excellence.”

Where action was necessary or prudent, he took it:

- Concerned about the safety of everyone on campus, Dr. Calingo put a plan in place to move the front gate and align it with a traffic signal to provide for a safer crossing.

- To encourage collaboration, he added Deans from the School of Architecture, School of Business, and School of Media, Culture and Design, and Institute for Transdisciplinary Studies, and the Dean of faculty to the President's Cabinet. This expanded group held its first leadership and strategic planning retreat in August.

- With several key leadership roles to fill, Dr. Calingo

announced the hiring of Natalie Avalos as Director of Human Resources in July of 2012.

As classes got under way, the campus community officially welcomed Dr. Calingo during formal inauguration ceremonies.

- On October 20, 2012, Woodbury alumni, faculty and staff, students and members of the surrounding community gathered on campus to officially install Luis Ma. R. Calingo, Ph.D., as Woodbury University's 13th President.

January – June 2013

The New Year began with a flurry of activity:

- In January, longtime Board of Trustees Chairman Robert W. Kummer, Jr., who also headed the Presidential Search Committee, stepped down and Trustee David St. Amant was appointed Chairman of the Board.

- That same month – a full six months before the beginning of a new fiscal year – Dr. Calingo put the finishing touches on a 2013-2014 budget and two-year tuition proposal for presentation to the Board of Trustees at its February planning retreat. Two months later, in April, Dr. Calingo officially presented the University's 2012-2025 strategic plan to the Board of Trustees for approval.

- Also in April, Dr. Calingo welcomed two new members to his senior leadership team: EVP and Provost David Dauwalder, Ph.D., and Chief Marketing Officer Shari Bowles-Gibbons.

- On May 4, 2013, Dr. Calingo addressed his first graduating class during commencement ceremonies honoring 251 undergraduate and 182 graduate students.

July 2013 – January 2014

- During the summer of 2013, Dr. Calingo traveled to Las Vegas, Nevada and Bangkok, Thailand, where he spoke to alumni and shared Woodbury's vision for the future and the important role former students will play in the University's future success.

- In August, 2013, Dr. Calingo presented the Faculty Hall of Fame Award to School of Architecture faculty Nick Roberts, who passed away the following month after a lengthy illness.

- During the summer and fall, Woodbury held the first of several emergency preparedness sessions aimed at protecting the campus community in the event of a natural disaster or other incident.

- At the October 2013 Board of Trustees meeting, seven new Trustees were appointed: Yolanda Gorman, Ph.D., President of the Phillips Graduate Institute; Barry Kurtz, a franchise attorney; Ilse Metchek, founder and President of the California Fashion Association; Malcolm S. McNeil, a partner at Fox Rothschild specializing in

international business and litigation; Bruce Munster, Managing Director and Senior Portfolio Manager of the MPF Family Wealth Group, Morgan Stanley Wealth Management; Jason Earnhardt, business management professional; and Curt Pringle, a land use, public relations and government affairs consultant who served two terms as the mayor of Anaheim and is a former Speaker of the California State Assembly.



The late Nick Roberts (center) and his family, along with Dr. Calingo and Norman Millar; Dean of the School of Architecture, during the Faculty Hall of Fame Presentation in August 2013.

- October: Woodbury University listed as No. 1 in the Western Region for international students in U.S. News & World Report's annual college rankings, rising from 62nd overall in the West the previous year to 48th. In 2013, Woodbury had 291 international students from 45 countries.

2014 and Beyond:

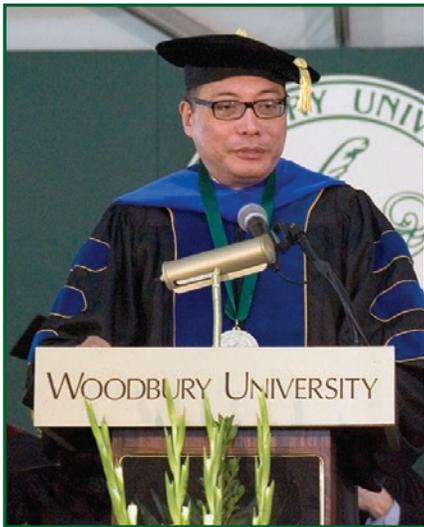
- Looking ahead, the Woodbury Integrated Student Experience (WISE) is designed to create a memorable student experience. When fully implemented, each graduating student will have a portfolio of enriching experiences that will include an internship, community service, study-away or abroad programs, student leadership development, and faculty-mentored scholarships or creative activities. The University currently is developing a measurement system, including a student digital portfolio, to enable tracking of these activities.

- A growing number of Woodbury students are military veterans. In the months ahead, the Office of Student Development will spearhead the creation of an organization for student veterans to provide University support and information.

Dr. Luís Calingo Becomes 13th President of Woodbury University

Woodbury University embraced a bright, clearly-defined future with the 2012 selection and installation of its 13th President, Luís María R. Calingo, Ph.D..

Dr. Calingo, who succeeded retiring president Kenneth R. Nielsen, Ed.D., was selected as President of the 128-year-old institution in July, 2012 and



Dr. Calingo during inauguration as 13th President of Woodbury University

officially installed during ceremonies held in October. The installation marked the end of the beginning; the process of finding and securing this international expert in strategic planning and quality management began more than a year earlier.

Ani Okkasian, an alumni member of the Board of Trustees – the group charged with finding a new President – called the experience “eye-opening” and “enriching.”

“It was a lot of work for all of us,” says Okkasian, a Woodbury student body

President as an undergraduate and one of seven trustees asked to serve on the Search and Selection Committee. “I remember one of the CVs we received from an applicant was 150 pages. I’ve received so many good things from this University, and I wanted to give back.”

Okkasian wasn’t alone in that sentiment and added that the committee, led by former Board of Trustees Chairman Robert Kummer, Jr., included an eclectic mix of candidates from across the business and academic spectrums.

While a search firm gathered a wish list of traits to be embodied by Woodbury’s new leader, the committee reviewed and debated the qualifications of approximately 150 under consideration. After months of winnowing, the list was narrowed to eight finalists, who participated in what Okkasian described as more than two days of intense scrutiny and pressure – for both applicants and the committee members.

Then Dr. Calingo walked into the room.

He was the last of the eight finalists interviewed. It was late in the day on a Sunday, and committee members were exhausted and a little nervous: yes, two of the first seven interviews had produced interesting results, and

yes, all the finalists were impressive professionals.

“But I knew within the first five minutes that Dr. Calingo was the best, the only choice,” said Okkasian, a marketing and communications manager with the Los Angeles Area Chamber of Commerce and adjunct professor in transdisciplinary studies at Woodbury. “He was very quiet, respectful and in control. When we asked questions, he didn’t just answer them, he responded to them. Almost immediately, he started building a strategic plan.”

It was evident to her that Dr. Calingo – a member of the Board of Examiners of the Malcolm Baldrige National Quality Award, the country’s highest award for quality and performance excellence – had done his homework.

“It was almost as if we were speaking with a consultant,” she recalls. “He didn’t promote himself. Instead, he showed he really cared about the University and its strategic plan. It wasn’t an interview. It became a conversation, and he definitely led that conversation. It was not just me he impressed – it was everyone involved with this process.”

Calingo, who earned an MBA and Ph.D. from the University of Pittsburgh and a Master’s of Urban and Regional Planning and Bachelor’s degree from the University of the Philippines, joined Woodbury from Dominican University, where he had been Executive Vice President and chief academic officer since 2009 and, earlier, Dean of the of the School of Business and Leadership.



President Calingo with his wife of 31 years, Gem (center) is surrounded by their three daughters Arienne, Alexa, and Ashley during his inaugural dinner at the California Club.

A former chair of the California State University Association of Business Deans, he has made more than 80 intellectual contributions, including books, journal articles, book chapters and conference presentations, and has served as a reviewer for scholarly journals and professional associations.

His skill set and expertise made him the obvious choice to lead Woodbury University into the future.

“Everybody has an avenue to be involved in strategic planning now,” she says. “He’s a master strategic planner.”

Building the Woodbury Community

Q&A with David St. Amant and Dr. Luís Calingo

David St. Amant, Chairman of the Board of Trustees, and Woodbury President, Luís Calingo, Ph.D., were asked a number of questions about priorities, strategic planning, building a differently-styled leadership, structure and values, new trustees and building community. This special section of the Chairman's Report highlights some of their key answers.

Q: Mr. Chairman, let's begin with you. What has been your connection to the University and its governing board?

A: First and foremost, I am a parent of a son who, I am proud to say, is an entrepreneur and successful graduate of Woodbury's outstanding School of Architecture. I joined the Board of Trustees at the request of then-Board Treasurer Bob Lucas ('52) and shortly thereafter was named chair of the Development and Alumni Relations Committee. As the Board sought new leadership to work with Dr. Calingo, I was asked to have my name put forward as a candidate for Chairman of the Board to replace Robert Kummer, Jr., who provided important leadership to the Board and the University during his time as Chairman. I was elected as chair in January, 2013.

Q: David, what are your priorities for the Board of Trustees?

A: The Board has one employee, the President, who we hire to lead the University. My job is to work with Dr. Calingo to establish a new strategic plan to guide us successfully into the future, to assure a quality outcome for the students we serve, like my son; to make sure that our finances have solid oversight without micromanaging the University; and to help raise money and to run a highly engaged Board, which sets standards in good governance.

Q: Dr. Calingo, one of your attributes is as an excellent strategic planner. What did you discover when you got to Woodbury and how did you approach this task?

A: A University President must incorporate the shared aspirations of all stakeholders in the creation and implementation of a strategic plan. I was pleased to see that a lot of work had preceded my arrival in July, 2012, so my first priority was to design and lead systematic, comprehensive, and inclusive processes for a new growth plan – growth in reputation, enrollment, and academic reach. The initial objective has been to articulate an institutional and academic vision of “what we want to be when we grow up,” and to formulate a competitive strategy that leverages our marketable differences.

Q: Dr. Calingo, how would you describe your leadership style – and please give us one example of that style in action?

A: There are five values that drive my style and that I expect my colleagues to exhibit. They are:

Community: Working together, recognizing our mutual dependence and accountability, embracing diversity and engaging our stakeholders.

Integrity: Demonstrating truthfulness, openness and being worthy of the trust of others.

Professionalism: Observing ethical and technical standards, continually improving competence and demonstrating commitment to public interest.

Aspiration: Pursuing ever-higher levels of competitiveness, distinctiveness and excellence.

Agility: Cultivating the capacity for rapid change and flexibility in all endeavors.

When I arrived at Woodbury, our Deans were not members of the President's Cabinet, which is the administrative group that manages the University. I added them because I want all of their voices at the table as we write the next chapter of the Woodbury story. My prior experience as the Dean of a couple of Schools of Business certainly influenced the decision to include them as part of this group.

Q: David, the Board has recently added seven new members to its ranks. What are the plans for further expansion of the governing board of the University?

A: Luís and I believe we need a larger Board to effectively engage the members at the committee level, which is where the work needs to be done. Right now,

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we need more Board members to accomplish that task and we need a greater diversity of professions and backgrounds to enhance our discussions and collective knowledge. In the most recent group of new Board members, we have two parents of either current or former Woodbury students, a recent graduate, and leaders in a variety of professions – from the law, to fashion, to the business of higher education.

Q: Dr. Calingo, how do you view the task of building community?

A: If you are talking about on campus, one must encourage people to be a part of discussions, planning and accountability efforts. Listening is a key leadership trait. For the larger community of alumni, friends, parents, elected officials and others, we must engage community leaders in action with our faculty and students and be a player where we live. I view everyone not just as an ambassador for a Woodbury education, but as an advocate for a better Los Angeles, a better country, and a much better world for all people to live, love, and grow in.

Q: Dr. Calingo, what is your key job as the 13th President of Woodbury University?

A: My job is to grow the business while my Executive Vice President's job is to run the business. For me that means meeting lots of people, connecting them and Woodbury to one another, plus raising the money to meet our growth targets. We simply must capture a greater dollar volume of gifts if we are to build Woodbury. Tuition dollars don't cover the costs of enhancing our institution.



Passing of the Gavel: Dr. Calingo, former Chairman of the Board Robert W. Kummer, Jr., and current Chairman David J. St. Amant.

Q: Dr. Calingo, what do you see as your road map to growing Woodbury?

A: As a result of lots of meetings with faculty, staff, the cabinet, and the Board of Trustees, I expect us to move through three different phases, or “horizons.” We are currently in a capacity-building horizon, which will be followed by a growth horizon, and then a “sustaining excellence” horizon. These three phases will encompass a total of 12 years of building this University.

Q: David, the last question is for you. What excites you about Woodbury's future?

A: Next year, we will mark the 130th anniversary of this institution – one of the oldest continually-operating enterprises in Los Angeles County. Dr. Calingo recognizes that one always stands on the shoulders of those who went before, be they previous presidents, members of the faculty, and members of the Board of Trustees. However, I don't believe we have ever worked to set as strong a vision and plan as we are now doing. I am particularly excited about what this University means to higher education with the four pillars of our plan.

Woodbury's Four Pillar Framework

America's education system serves as the operating system for the United States. It needs to be upgraded continuously to meet the demands of our rapidly evolving world and thereby ensure economic prosperity and growth.

The nation is now in the midst of historic unemployment. Some 3.9 million jobs remain unfilled, in part due to a lack of qualified applicants. Vast numbers of mid-level skilled jobs — the ones for which our industrial-era curriculum was tailored — have moved overseas or been rendered obsolete by software.

The seismic shifts that technology has brought to every industry means that different skill sets are now required of the 21st Century workforce. The workplace increasingly values strategic, innovative, analytical and emotionally intelligent employees who possess the ability to apply skills and knowledge to solve complex problems.

In order to ensure that our graduates are innovative leaders, creative problem solvers, ethical thinkers and strong communicators, Woodbury University is committed to transforming students into liberally-educated professionals and socially-responsible citizens. We do this by integrating transdisciplinarity, design thinking, entrepreneurship, and civic engagement into all programs.

These four pillars — design thinking, entrepreneurship, transdisciplinarity, and civic engagement — serve as the support structure for an education that will prepare our students to use, and continuously develop, higher-order thinking skills, so they can be engaged citizens, leaders, professionals and entrepreneurs.

Given the complexities of the major problems facing our society, it is now essential that individuals have the

ability to construct a *transdisciplinary* framework to finding solutions that enlist multiple perspectives, stakeholders and systems. By teaching Woodbury students how to harness the power that comes from creativity without boundaries, we will help build confident, prepared citizens who will be able to provide new approaches to social change.

Once students are able to identify and deconstruct social phenomena, they must possess the capacity to incubate and evolve ideas using a *design thinking* model. This method enables students to consider

multiple perspectives when pursuing solutions to complex social problems. At Woodbury, intellectual independence and agility is always actively encouraged.

Civic engagement is key to positively influencing one's community. By providing knowledge, experience and opportunities for interaction, we help our students discover the

satisfaction that stems from having a sense of purpose and a sense of belonging. Through involvement in meaningful community projects, students are empowered to be active and responsive citizens.

Understanding the community, the role of the citizen, and the potential for an idea, provides the *entrepreneur* with the background needed to create opportunities for actionable growth and success. Woodbury aims to instill a sense of empowered independence in our students, who in turn will find fulfillment from actualizing their vision. To achieve this, we will help our students build strong connections that will provide a broad range of experiences and exposure to cross-functional problem-solving, for the ultimate blueprint to adventure.



Faculty

Marcel Sanchez-Prieto

Drawing the Dream... and Valuing Fellow Dreamers

You have a meager \$130,000 construction budget and a small site in an underserved Tijuana *asentamiento informal* (informal settlement) known for its graffiti murals. You've been asked to design a library with diverse functions inside and an amphitheater outside.

Woodbury professor Marcel Sanchez-Prieto, co-founder of CRO Studio with his wife and fellow Woodbury faculty member Adriana Cuellar, met all these criteria with a design that has won awards from peers and praise from the community.

Prof. Sanchez-Prieto, who is based at the Woodbury School of Architecture's San Diego campus, coordinates undergraduate degree projects and teaches a third-year design studio on affordable public housing in Tijuana.

The result of the challenging parameters detailed above, known as *Casa de las Ideas*, has tall, angled roofs and an open-air light well that illuminates the main library space through glass entrance doors. Inside, the library features two computer alcoves, a tiered seating area and low bookshelves running along the sidewall and tiered platforms. The raised roof at one end of the structure creates an outdoor stage with a curving amphitheater, enhanced by a blank façade serving as a projection screen. Exterior walls were left empty to invite what was anticipated to be the inevitable graffiti. It's been described as "a sort of Swiss army knife in



this urban plaza" for the thoughtful way it integrates so many features in a limited space.

Among other honors, the design won a 2013 Progressive Architecture (P/A) prize awarded by *Architect* magazine. In Mexico, it won first place in the services and social welfare category and third place in the sustainability category of the prestigious CEMEX competition. This competition, sponsored by one of Mexico's largest companies, recognizes and encourages building excellence across the country.

But architecture by definition engages with the community, and compelling architecture goes even further, asking to be embraced. On that score, Sanchez-Prieto has earned a bear-hug. In what may constitute implicit community approval, no graffiti has yet to appear on *Casa de las Ideas'* outer walls.



Casa de las Ideas, Tijuana, Mexico

Awards

Fashion Design Alum Drew Kessler '12

Design Thinking in Action

Recent Woodbury graduate Andrew “Drew” Kessler is an example of design thinking in action. And then some.

When Vancouver Fashion Week contacted fashion department chair Kathryn Hagen to sponsor a recent Woodbury graduate for “Emerging Designers Day” during its Fashion Week, Hagen recommended Kessler for the high-profile event.

Kessler had just a month to prepare for the show, which took place Sept. 16-21, 2013 at the Chinese Cultural Center in the Chinatown District of Vancouver. He decided to use his senior show pieces — although a fall/winter collection — for the spring/summer show, entitled “Restless Soul Collective.”

Kessler’s collection was based on nomadic peoples from around the world and the lifestyles they lead. Kessler employed minimalistic, functional clothing designs, while adding beautiful finishing touches, like handbags and shoes.

“Drew considers all aspects of clothing including aesthetics, functionality, sustainability, balance of labor in construction, and how one design concept can translate for both genders successfully,” Hagen says.

“Drew considers all aspects of clothing including aesthetics, functionality, sustainability, balance of labor in construction, and how one design concept can translate for both genders successfully.”

Kathryn Hagen

“He works in a very intuitive manner, but has a strong philosophy underlying his work process.”

The *Style by Fire* fashion blog called Kessler, “a designer to watch,” observing, “Drew Kessler’s high-end street wear takes cues from non-conformity ideas like zeitgeist and is inspired by events like the Occupy movement.”

After graduation, Kessler started his own line, *No Label Society Club*. For more about his work, see <http://nolabelsocietyclub.com/>



Above: Drew Kessler’s collection coming down the runway at Vancouver Fashion Week, 2013

Awards

Graphic Design

Janelle Ricci

Janelle Ricci is on her final approach as a Woodbury University undergraduate. But this award-winning graphic design major is ready for another takeoff. Through a passionate independence and multifaceted approach to challenges, Ricci, who is set to graduate in May, 2014, with a Bachelor of Fine Arts degree, can punch her own ticket to any number of destinations.

The 23-year-old recently won a Silver medal at the Hollywood Reporter Key Art Awards in the student design category – the lone student in the nation to earn an award for her five-poster print campaign on the film “Fun Size.” Her single poster for “Hansel & Gretel: Witch Hunters” also earned one of only seven finalist slots among dozens of entrants this year.

The Key Art Awards, recognizing outstanding creative and design work in entertainment advertising for more than 40 years, showcased entries from around the world in 2013; one finalist in the student category came from Istanbul. Yet Ricci, who said she entered Woodbury with dreams of becoming a fashion designer in New York City, is comfortable – and clearly thrives – among elite artists and their critics.

“I was looking at (the 2012) finalists and thought, ‘You know, I think I can hang with this crowd,’” said the modest, affable undergrad. “My work has been looked at by professionals, and they’re saying, ‘She’s onto something.’”

Adam Waldman, Chairman of the jurors looking at all Key Art Award print entries in 2013, agreed.

“The creative effort involved addressed all aspects of the design parameters, and she told jokes visually in a very smart way,” said Waldman from his office at The Refinery, where he’s President and creative director. “It was attractively packaged, and it clearly stood out from the other entrants.”

Ricci credited her instructors, Donald Schwartz and

Steven Gold, with fostering trust in their entertainment design class, and that, she said, is part of what’s made her time at Woodbury meaningful.

“One of the greatest things about the experience here is the relationships I’ve developed with faculty,” said Ricci. “They show support, but they prod and push, too. These are the formative years, and I’ve really come into my own.”

Ricci said Schwartz, a creative director at BLT Communications, aided with design and championed her work during production of the Fun Size posters; she said Gold took the role of de facto client.

“And he and I were actually butting heads on this, but he really helped me with developing and refining copy,” said the grateful Ricci.



Gold, who said his role in the course is to drill into students the idea that motion picture advertising must be commercial first, not artistic, added he and Schwartz often disagree, which adds more color to the class.

“Anyway, Donnie had her revise her pieces, and I insisted she create more commercial pieces, which she did. When the (Key Art Awards) entries were announced, she told us she was submitting the very pieces I told her were noncommercial,” said Gold, a partner at BLT Communications. “Since (they) judge on merit of art and not so much commercial success, Janelle was a shoe-in to win. She earned an I-told-you-so moment,

which I was delighted to accept.

“Janelle is that rare student whose passions lie in so many areas,” added Gold, “that she will no doubt have a very colorful career.”

Here again, Ricci’s empowered personal identity guides her thoughts of the future. As she completes her portfolio class, she’s eyeing two options: applying for jobs locally beginning in January, 2014, and applying to a research program with Fabrica, part of United Colors of Benetton, in Treviso, Italy.

If Ricci’s career takes off in Southern California or whether she flies to Italy, she’ll bring an understanding of the collaborative effort needed to engineer a design idea – something learned at Woodbury – and her innate creativity – something nurtured at Woodbury – as she begins her professional journey.

Whatever her chosen path, the sky’s the limit.

Alum Denise Zacky-Popoch '94

Drawing the Dream... and Valuing Fellow Dreamers

Since the age of 9, Denise Zacky-Popoch dreamed of being an architect. Today, there's no question the 1994 Woodbury University B.Arch graduate — through a passionate independence and fearless determination to push boundaries — has literally drawn that dream into a calling.

“My dad is a furniture manufacturer and designer,” she says. “I grew up with him drawing plans. My passion started with drawing.”

That fervor has blossomed with time into a branching career, one with Gensler, a global architecture, design, planning and consulting firm, and the other as a professor at SCI-Arc. Of course, there was steady growth in the years between, and Zacky-Popoch credited Woodbury's Department of Architecture, which was still seeking accreditation when she began in 1989, with encouraging her to expand the limits of what she could achieve in design thinking.

“I went to Woodbury at a very special time,” she recalls. “I loved being a student, and if it were not for me getting tired of Top Ramen I would likely still be a student today.” Zacky-Popoch graduated from WU's accredited School of Architecture with a B.Arch in 1994. “At the time, Woodbury required all architects to minor in business — a burden, I thought then. But in retrospect I think it helped form my basis as a project manager today.”

She said that Geraldine Forbes and Stan Bertheaud, architects with private practices who also taught at Woodbury during a time of economic recession, impressed upon her the flexibility and enrichment that comes from teaching. But it was Lou Naidorf, who designed the Capitol Records building and was dean of Woodbury's Architecture and Design School until his retirement in 2000, who told Zacky-Popoch, “Get your masters in architecture.”

She did, graduating with best Master's thesis in 1997 from UCLA. Yet her connection with Woodbury continued during her grad school days. Zacky-Popoch visited her alma mater and sought out Gerard Smulevich, her tough, demanding, former professor, asking him about two summer internship offers, including one with a salary from a large, corporate firm.

He encouraged her to take an internship with a small firm — Hodgetts and Fung — for its wider range of



opportunities.

“I took his advice, accepted the offer with Hodgetts and Fung, and was employed with them for three years,” Zacky-Popoch says. “Craig Hodgetts was one of my professors at UCLA, and Ming Fung hired me again 10 years later — this time to teach at SCI-Arc, where she is Director of academic affairs.”

It's there, back in the classroom — this time as Professor — that Zacky-Popoch brings her real-world experience to students.

“I am a working professional project manager on five-plus projects at any given time. I started as a designer my first seven years, moved up to project architect, and then project manager,” she says. “Each project has its challenges and triumphs, and recounting these stories are what I think truly inspires students — that what we do is real and what we draw can be realized.”

Zacky-Popoch continues to draw conclusions for her clients' dreams. Her latest design innovation involves converting a hilltop warehouse in Southern California for a world-renowned media developer. The structure's 22-foot transparent wall is designed for impact, and this wife and mother of two children is charged with steadying an enormous collaborative effort, pushing the designers to create solutions for the project's challenges, while maintaining the essence of the original idea and eyeing the project's overall budget. Zacky-Popoch described the process as a swinging pendulum, one that moves between creative and economic poles.

“It always goes back to those core values taught at Woodbury,” observes Zacky-Popoch, who has returned to WU to serve as a reviewer and juror on studio projects. “Woodbury provided me the balance needed to succeed in the business of architecture.”

Alum Bryan Oknyansky '08

When Bryan Oknyansky creates a shoe, he's really designing "a building to hold you up."

Since graduating from Woodbury University and relocating to London to continue his education, Oknyansky has firmly planted his feet – indeed, his soul – in the related worlds of design thinking and entrepreneurship.

The founder of *Shoes by Bryan*, Oknyansky is the creator of the world's first eco-friendly, customizable, wearable high heels produced on a 3-D printer. His business and design approaches link needs and function with limits and possibilities, combining extraordinary technology and a taste for comfort and fashion with the universal need for footwear and environmental concern.

The roots of his innovative spirit are deeply embedded in his personal story. Born in Los Angeles after his parents immigrated to Southern California in the 1970s from Russia, Oknyansky grew up in North Hollywood and Studio City, working in and around Ventura Boulevard. While hiking in the mountains surrounding the San Fernando Valley, he was inspired by the stilt-supported houses that dotted the steep slopes, and designed environment emerged as his passion.

Oknyansky, who minored in art history and business administration, says Woodbury strongly contributed to his commitment to transcending boundaries.

At Woodbury, he encountered a course on globalization, and his role as liaison to diplomats visiting the campus exposed him to the opportunities of a complex, enmeshed world. The University's study-away program was especially potent in shaping his approach to design. He enrolled in the joint Chinese-American design studio in Nanjing in 2008-09, and says it revealed to him how different cultures design differently when responding to challenges common to all people. His influence continues to be felt on campus today. As an undergraduate, Oknyansky created Fix @ Six, the occasional on-campus Friday night party where architecture students still mingle and unwind. He also has lectured on what it takes to transcend boundaries

when starting a business.

Meanwhile, *Shoes by Bryan* has crossed international boundaries and been featured at Fashion Weeks in Berlin, London and Paris, and displayed as part of the Shifting Paradigms exhibition on fashion and technology at the Kent State University Museum of Art.

Create and order your own Shoes by Bryan by visiting shoesbybryan.com and follow his activities as a designer on Facebook at "[Facebook.com/ShoesbyBryan](https://www.facebook.com/ShoesbyBryan)."



Baron Business Plan

Baron Business Competition: An Exercise in Entrepreneurship

Entrepreneurship has been a part of Woodbury University since its founding in 1884. In that year, F.C. Woodbury left a good position at a San Francisco institution that he had helped run for 17 years to start Woodbury's Business College. At the age of 43 — which qualified as old in the 1880s — he saw a greater opportunity for his family by moving to the growing small town of Los Angeles and helping to develop a business-literate workforce here.

Fast forward to the 21st Century: Woodbury's entrepreneurial spirit is once again front and center, thanks to the partnership between an alum, Tom Baron, Class of 1960, and faculty members of the School of Business and the students who run the University's chapter of the Collegiate Entrepreneur Organization (CEO).

Together, they created a business plan competition open to all Woodbury students — a program that has proven to be enormously popular. It all began when Tom told a staff member of the Office of University Relations that he wanted to make a gift to the School of Business. The idea immediately appealed to Bud Walker, an adjunct professor in Entrepreneurship, who served as the initial faculty partner. Bud enlisted the CEO student group, eventually handing the reins as faculty partner to Paul Sabolic, an adjunct professor of Entrepreneurship whose portfolio includes the hospitality industry, the manufacturing sector and public enterprises like LAX.

Walker said this of the competition: "The Baron Business Plan is very important to our University. First, through Tom Baron's support, the students not only learn about being an alum from his personal discussions with the participants, but they also can gain valuable financial support for their education. Second, through Mr. Baron's annual donation to the business plan competition, the CEO can offer to the entire student body an opportunity to gain valuable entrepreneurial experience by writing a business plan. Finally, the students who compete learn the value of organizing

such an event. This truly is a unique example of the value of the Woodbury experience."

In the ensuing years, students have competed for one of three cash prizes, all underwritten by Tom, with business plan submissions judged by leaders drawn from the community. First place winners have hailed from three of Woodbury's four schools — a testament to the pervasiveness of the entrepreneurial spirit on campus. In 2013, Ken Lian, an undergraduate business student from China, won the \$3,000 grand prize and became the first international student to take the top spot.

Tom Baron's focus remains singular: it's all about the students. In addition to encouraging excellence through competition, he has made certain that all participants get recognized at the CEO dinner



Left to Right: Paul Sabolic, Dr. Luís Calingo (Woodbury University President), Azatuhi Budagyan (third place), Erick Diaz (second place), Ken Lian (first place), Business School Dean Andre van Niekerk, and Thomas Baron.

where prizes are bestowed. "Having the courage to participate, to try again if you don't win, is one of the key lessons the students learn," Tom says.

Well-spoken words from an alum who has lived that lesson.

If you are interested in supporting the Baron Business Competition, please contact Brian Flynn at 818-252-5213 or via email at brian.flynn@woodbury.edu.

"Having the courage to participate, to try again if you don't win, is one of the key lessons the students will learn."

Tom Baron

Alum

Shawn Morey '11

The Education of an Entrepreneur

Shawn Morey didn't learn about entrepreneurship only in the classroom at Woodbury University, although that was certainly part of his coursework. The 2011 graduate also gained a sense of fulfillment and empowered independence through tangible business experience while in school. In the process of getting his education, he became an entrepreneur.

And Morey, who earned his Bachelor's degree in business finance, credited M.E. "Bud" Walker, an adjunct professor at Woodbury, with helping build his self-confidence and entrepreneurial spirit.



"Professor Walker and I connected instantly over our passion for real estate development and entrepreneurship," said Morey, who interned at Marcus Millichap, a national commercial real estate brokerage firm, and earned a fulltime position with the company upon graduating. "Prof. Walker took time out

of his busy schedule to create directed study classes on the topics of real estate and development. He met with me one-on-one throughout the week and helped me navigate through case studies and real-life real estate projects." And that helped him obtain his real estate broker's license.

That self-confidence shaped Morey's blueprint for adventure at Woodbury, where he formed Paid to Play Media Group, a nightlife and event company that has grown into a diverse regional entertainment concern.

"Entrepreneurship has always been important to me," he says. "I grew up with both of my parents being self-employed. My father owns a construction company, and my mother owns a salon. As a child, I saw the freedom that it gave them. They were able to

take time off when needed and make it up at other times."

Morey was part of the Collegiate Entrepreneurs Organization (CEO) at WU, a student-run group, and represented the University as a speaker at the national CEO conference in Chicago. He has since returned as a guest speaker in business classes, CEO meetings and entrepreneur panels at the University.

Morey is now working to establish his own boutique real estate development and investing firm. He plans to attend USC for his Ross Real Estate Certificate, then pursue a Masters in real estate development in 2014. He continues to value the strong connections made at Woodbury and wants to give back to the place that

"While attending Woodbury, the entrepreneurial drive really hit me. Being able to join CEO, and meet other like-minded individuals, was huge for me. The best time for me to start my first company was in school. There were so many valuable resources and people willing to help you that you do not have after graduation"

Shawn Morey

prepared him to excel.

"Shawn was the type of student a professor thoroughly enjoys — inquisitive and focused," says Walker, CEO of Bizeinstein, which offers start-up and small business management consulting services. "He constantly applied his classroom experiences to the goals he set for himself."

"While attending Woodbury, the entrepreneurial drive really hit me. Being able to join CEO, and meet other like-minded individuals, was huge for me," Morey says. "The best time for me to start my first company was in school. There were so many valuable resources and people willing to help you that you do not have after graduation."

Faculty

Paul Sabolic

Bringing Civility to Civic Engagement

Dr. Paul Sabolic brings a civility to civic engagement that has opened a world of entrepreneurial opportunities to Woodbury University and its students. The genial adjunct professor of, among other courses, Entrepreneurship and Marketing, encourages strong connections with local businesses and empowers WU students to directly benefit those businesses – and themselves.



“There’s usually a big gap between what you learn at school and what you need to know when you enter the business world,” says Santor Nishizaki, who earned his MBA from Woodbury in 2010. “Prof. Sabolic is filling that gap.”

Led by Dr. Sabolic, the MBA Community Outreach program pairs students from the University’s seven-week Promotional Strategies and Entrepreneurship classes with area businesses. Woodbury students are

consultants, bringing viable, valuable solutions to nonprofits and multi-million dollar companies alike. The services are free, yet everyone gains.

“Today’s problems aren’t tomorrow’s,” observes Dr. Sabolic, who has four decades of experience with multinational corporations in marketing, management, labor relations, strategic planning and forecasting, training, and team development. “You’ve got to have some flexibility and understand how business changes. The entrepreneurial process is exciting and challenging, but you have to wear five or six different hats. [Students] all have to be familiar with all the minutiae that goes into running a business.”

That’s where Dr. Sabolic and the outreach program tie knowledge with practice, exposing WU students to cross-functional problem-solving. One recent, high-profile example provides compelling evidence of the program’s success in fostering actionable growth. Dr. Sabolic’s MBA students joined with students of WU’s School of Architecture to aid in Cusumano Development Company’s \$288 million real estate project in Burbank. The feedback on the five-year-old program has been tremendous, says Dr. Sabolic, who freely admits to a bit of trepidation each of the nearly two dozen times he’s sent young students into the community.

“I tell each group, ‘You’re representing yourselves, Woodbury University and me.’ There’s a lot of trust that has to be given to and displayed by the students,” says Dr. Sabolic, who notes that Michael Cusumano, the company’s principal, was impressed by the students’ input and shared their findings with his management team. “How do you put a value on that?”

“Paul has brought significant opportunities to Woodbury by building stronger ties to the movers and shakers in the Burbank/Glendale/Pasadena area,” says Prof. Andre van Niekerk, Dean of Woodbury’s School of Business.

Van Niekerk also said the depth and breadth of Dr. Sabolic’s business career, coupled with his enthusiasm to share personal experiences, naturally create unique learning opportunities for interested students.

“Paul has brought significant opportunities to Woodbury by building stronger ties to the movers and shakers in the Burbank/Glendale/Pasadena area.”

**Andre van Niekerk,
Dean of Woodbury’s School of Business**

Paul Sabolic wouldn’t have it any other way.

“Having done it, I can talk about a product from test market to rollout, and I can make it relevant to the course content,” he notes. “Frankly, it’s what the students want to hear, and I feel perfectly comfortable sharing with them. They’re getting the classroom material and then taking it into the field to the client in a real-world way.”

Now in his 12th year at the University, Dr. Sabolic suggests that embracing this outreach is vital for Woodbury’s continued success in developing an entrepreneurial blueprint. If he had his way, he says he would establish an Entrepreneurial Institute at Woodbury.

Students like Santor Nishizaki – who is now pursuing a doctorate in organizational leadership while consulting for a Fortune 500 company and serving as an adjunct professor at Cal State L.A. – describe the outreach experience, and Dr. Sabolic’s approach to it, as invaluable to students facing rising tuition costs today and job-hunting concerns tomorrow.

“Dr. Sabolic does it just because he loves it,” Nishizaki says. “What he’s trying to do – what Woodbury is doing – is very progressive. The applicability is huge. The difference between Woodbury and other colleges is the real-life experience that people like Paul Sabolic bring to students.”

Alum

Jason Earnhardt '09, '12, '13

Jason Earnhardt doesn't talk the talk: he's more of a listener. Neither does he walk any particular walk.

Instead, this three-time Woodbury University graduate applies the principles of transdisciplinarity to harness creative, meaningful perspectives without the limitations of boundaries.

It's an approach that has informed his academic



and business career and will guide his efforts as newly appointed recent graduate representative of the Woodbury University Board of Trustees.

His new role as a Trustee will afford Earnhardt an opportunity to help Woodbury create prepared citizens with a better understanding of how the world works and where it struggles.

"I'm on the Board to give it the means to understand what students are thinking about," he says. "I'm going to take the time to listen, then throw out some things that'll challenge them. Not all change, good or bad, is comfortable, and I embrace that."

"The fact that he is serving as the alumni member of our Board of Trustees is further evidence of the high esteem in which we all hold Jason," says Andre van Niekerk, Dean of Woodbury's School of Business. "Stay tuned; there is much more great stuff to come."

It's already been quite a journey to success for this energetic 36-year-old.

Earnhardt received a Bachelor's degree in Business Administration with honors in Finance in 2009, earned a Master's degree in Business Administration in 2012, and added a Master's degree in Organizational Leadership earlier this year. Like many Woodbury graduates, he worked his way through school.

van Niekerk met Earnhardt when he began his undergraduate work, fondly remembering a trip to Zhejiang University in Hangzhou, China, and Earnhardt's contributions.

"He showed his maturity, inquisitiveness and insight," says van Niekerk. "The other students gained from the example he set, and it also defined the tone of the student-faculty interaction."

The Dean adds that his initial impressions of Earnhardt – passionate about educating himself, focused in applying knowledge, sensitive to others – have been confirmed and strengthened through the years.

Paul Decker was coordinator of Woodbury's Organization Leadership program during Earnhardt's Master's degree work in 2012 and 2013. He says Earnhardt has a deep appreciation of different viewpoints.

"He's able to bring a lot of things together from many disciplines because of a natural proclivity to listen and discern. I'm kind of blown away by it," says Decker, now Executive Director of Woodbury's Institute for Excellence in Teaching and Learning. "Jason was the type of student you had in your class where you're learning far more than you're disseminating."

Earnhardt, who easily glides between humorous and serious topics, aspires to transformational leadership. His golden rule, "I listen twice as much as I talk," engenders trust and inspires colleagues. It's his ability to not just cross, but erase, traditional barriers – between business and academics, between cultures, between generations – that clearly point to expanded thinking.

"The world is quickly shrinking. It's a completely different dynamic, and it's going to continue to change," said Earnhardt, who serves as principal, project manager and lead designer with The Trident Group; Prajukt Designs, a Los Angeles-based boutique graphic design firm. "I believe, encourage and thrive upon collaborative efforts. I really do believe two heads are better than one, so imagine what many heads can do in a common direction."

Faculty Douglas Green

Imagine yourself six years ago, recently graduated with a Master of Fine Arts degree from the University of California, Irvine, being asked to teach part-time in the art history department at Woodbury University. Asked to teach courses on modern and contemporary art, you might also have the opportunity to teach a seminar in your area of expertise, which is video, installation and performance art. It's a pretty typical opportunity for a young adjunct professor starting to build a career.

But then you find out that this is happening in the Institute of Transdisciplinary Studies, an effort to re-imagine the liberal arts in a professional setting in the 21st century. Courses have an exciting, cutting-edge approach and students are challenged to determine the purpose of their education for themselves in cooperation and collaboration with others. You are being asked to help shape this experience for your students



“Douglas Green makes an extraordinary contribution to the work and life of the students and faculty at Woodbury. His work skills and sensitivities embody the very essence of transdisciplinarity.”

**Douglas J. Cremer, Ph.D.,
Dean of the Institute
of Transdisciplinary Studies**

and for yourself. You're given a set of keys to the car, just like everyone else.

This was the situation in which Douglas Green, MFA, Participating Adjunct Professor of Art History, found himself in 2007. Since that time, Professor Green has embraced the opportunity fully. He continues to bring a unique combination of analytical and creative abilities which are valuable assets in the classroom and beyond. He also has a keen wit, a great sense of humor, and his laughter is famous in halls and offices, embodying that elusive quality known as collegiality.

For Green, “the critical idea of a piece is more important than the craftsmanship that can go into the work.” Art is not just a medium of aesthetic

appreciation, a source of beauty and delight; it is also an experience that provokes us to think about the world and our relation to it. This is especially true because, as Green says “there are elements of art making and curation that are coupled with research and theory in my courses.” The combination of these facets creates a transdisciplinary experience for students where their view of the world is transformed through encounters with a thoroughly-engaged professor who challenges their ideas of art as well as their ideas of everything else.

This transdisciplinary spirit has moved Professor Green to develop and teach courses in video and digital art as well as curatorial studies. He has also collaborated with several other departments to design and offer courses in Ethics, Drama and Power, and Conflicts and Knowledge. His current favorite is Tactics and Strategy, which focuses on game theory, mathematics, and spreadsheets. Douglas Green's commitment to Woodbury University and its students has become a central aspect of his professional life. Not your typical outcome for an adjunct faculty member in most places, but certainly a familiar one here in the Institute of Transdisciplinary Studies.

Faculty

Jeanine Centuori Sonny Ward '02

Civic Engagement in Action: Architecture Professors Jeanine Centuori and Sonny Ward Utilize Their Talents to Help the Community

Discovering the satisfaction of civic engagement and the value of collaboration was the goal of a recent project sponsored by the Architecture + Civic Engagement (ACE) Center within Woodbury's School of Architecture.

Over a period of four semesters, faculty members Sonny Ward and Jeanine Centuori, contractor Marc Rapisardi (Class of 2005) and 66 Woodbury University students designed and built sleeping cabins for Shadow Hills Riding Club, which employs equestrian therapy to help people – especially veterans and children – with emotional, developmental and physical disabilities.

The project was a natural for the Woodbury students, who broke into teams to transform two-person sheds into the coolest, smartest cabins they could imagine. But Ward and Centuori added a twist: the cabins had to be built using recycled materials.

In addition to testing the students' design skills, the project helped them learn to collaborate with various segments of the broader community, partnering with Home Depot, which donated \$20,000 in deck and cabin materials; Industrial Metal Supply Company, which donated steel for a screen wall; and Backyard Buildings and More, which donated three sheds for the project. They also worked with the City of Los Angeles

“There is something in the air right now in this economy with regard to looking at what really matters.”

Jeanine Centuori

Mayor's Office and Volunteer Los Angeles to recruit 25 volunteers to help construct the deck infrastructure.

“There is something in the air right now in this economy with regard to looking at what really matters,” Jeanne Centuori told the *Los Angeles Times*. She and Ward said students were exploring “the architecture of necessity.”

“In architectural academia, there is a lot of talk about broadening what we do,” Centuori told the *Times*. “[The project] had an impact on them. It had an impact on all of us.”



Jeanine Centuori



Sonny Ward

Awards

Arid Lands Institute

Founders of Arid Lands Institute at Woodbury University Honored by AIA | LA for Community Contribution

The Los Angeles chapter of the American Institute of Architects has honored the founders of the multi-disciplinary education, research and outreach Arid Lands Institute (ALI), which is dedicated to training designers and thought leaders to address regional issues of water scarcity, aridity, climate change and the built environment.

Hadley and Peter Arnold, founding co-directors of ALI, were among 10 individuals or organizations named 2013 Presidential Honorees at the AIA Los Angeles Design Awards, held at the Santa Monica Performing Arts Center. The awards honor excellence in work designed and/or built by Los Angeles architects and recognize individuals who take leadership roles in advancing the profession and the city.

ALI offers undergraduate and graduate students immersive learning opportunities across multiple disciplines; a visiting research fellows program; non-profit planning and design advisory services for watershed communities, public agencies and property owners; and a wide range of workshops, symposia, conferences and publications.

“Water has always been a critical issue for California and the west, and re-thinking water use in the face of climate change will be central to our region’s

environmental, cultural and economic future,” said Hadley Arnold. “We are honored to receive this recognition and the opportunity to share the Arid Land Institute’s message with leaders and creative thinkers in the architecture community and beyond.”

Both Hadley and Peter Arnold have taught multiple history and theory seminars on landscape, infrastructure, and urbanism in the arid lands. Their design work has been recognized by Los Angeles’ MAK Center for Art and Architecture, the LA Architecture + Design Museum, and the AIALA. Their ongoing research on contemporary and historic water infrastructures of the west is supported by grants from the Graham Foundation, LEF, the Maxine



Left to Right: Peter Arnold, Hadley Arnold, Bill Roschen and President Calingo at the AIA LA Design Awards in October

Frankel Foundation, the Julius Shulman Institute, the Bogliasco Fellows/Villa Liguria Study Center program, the US Department of Housing and Urban Development, the US Environmental Protection Agency, and the Metabolic Studio.

“We are honored to receive this recognition and the opportunity to share the Arid Land Institute’s message with leaders and creative thinkers in the architecture community and beyond.”

Hadley Arnold, founding co-director of Arid Lands Institute

Alum Noel Moreno '07

Taking Civic Engagement to the Next Level

It's fair to say Noel Moreno has a sense of civic engagement. But of late, he's gone beyond engagement, marrying his sense of purpose to the idea of giving back.

For Moreno, who earned his B.Arch from Woodbury



University in 2007, his sense of belonging began during his high school days. He knew he wanted to be an architect but had no clear path to that goal.

“When the college application process began, I chose schools by their football teams – (it had) nothing to do with architecture,” says Moreno, 29, a designer at A.C. Martin Partners since 2010 and part of the team balancing the design ambition, economic factors and engineering

innovation of the landmark Wilshire Grand project in downtown Los Angeles. “I had such high ambitions but no one to help me get there.”

That's why Moreno has chosen to share the knowledge he has gained through his academic and professional career “with those who are in a similar state, as I was back in 2001.”

His vehicle for sharing is the nonprofit Association of Professionals and Students (APS). As President of APS, Moreno introduces empowerment to individuals from low-income communities — bridging the information gap for future leaders through mentorship.

Indeed, APS's slogan, “My profession at the service of my community,” is an idea Moreno holds dear. He's excited by the prospect of welcoming primary education students to the opportunities of higher ed and future career possibilities. Tellingly, this road was difficult for Moreno, who said he thought Woodbury's proximity to his home — less than four miles — would ease his transition to the college scene. Instead, he had a tough time adapting to the reality that studio work often required all-nighters and was no 9-to-5 job.

“When it came to design, it was that first-year studio

under the guidance of Norman Millar, Vic Liptak and Nick Roberts,” he recalls. “They challenged us to solve the same problem over and over and over again. Here, I learned that every problem has several solutions and different approaches. Today, I still use this method to address the community concerns I encounter with APS, because program delivery that works in East L.A. is not the same in San Diego.”

Ingalill Wahlroos-Ritter, a full-time faculty member at Woodbury University since 2005, served as advisor on Moreno's undergraduate thesis. She was also his professor in Berlin during Summer, 2006 as part of the Study Abroad Program. She describes Moreno, who trekked to Costa Rica and Barcelona while an undergraduate, as a quiet leader with enormous presence.

“Noel has transitioned seamlessly between undergraduate architecture at Woodbury, the graduate architecture program at Harvard, and the professional world,” she says, noting that his degree project — a vertical agricultural solution in downtown Los Angeles that helped provide fresh produce to L. A. Unified School District students — won Best Thesis. “He has excelled in all three milieus. He was a true professional in the classroom...not afraid to provoke and challenge his fellow students and instructors, but always sincere and respectful.”

Moreno credits Wahlroos-Ritter, now the Associate Dean of Woodbury University's School of Architecture, with expanding his capabilities during development of his thesis project, the culmination of his five years at the University.

“I still recall the day in studio when she called me a Luddite as an expression of her frustration with my hand sketches and avoidance of drawing anything with the computer,” Moreno recalls fondly. “It was then that I knew that we have to be developing our skill sets.”

He continues to be fascinated by the challenges surrounding APS. “Every year, we have to continue to grow, expand and increase our educational impact as we establish organizational relationships,” he says. Moreno's relationship with Woodbury continues to flourish through APS. He recently took a group of 13 North Hollywood high-schoolers to his alma mater, and wants to make the trip part of APS's annual events, fostering awareness among 17-year-olds of what the school has to offer.

“I think most of them are thinking about Woodbury how I was thinking 11 years ago — unsure, too small of a campus, no one knows about it, etc.,” Moreno says. “(But) Woodbury is a place where the journey begins, and the ending is what's more important. I honestly feel that Woodbury was the best place for me all along.”

Alum Dove Pressnall '95

Dove Pressnall is the epitome of civic engagement and community empowerment.

The nonprofit she founded, Survivors' Truths, empowers communities by collaborating with marginalized groups – transgender youth, people affected by incarceration, and the chronically homeless, among others – to create media and storytelling that challenges stereotypes and raises awareness of their issues. Currently, the organization also is active in Liberia, promoting healing and sustainable peace in the aftermath of that country's civil war.



The 1995 Woodbury University graduate's thoughtful sense of purpose

fuels her desire to build strong communities, both locally and globally.

"Civic engagement is one of those things that can sound abstract yet is so vital to everyday life," says Pressnall, whose business marketing work at AppleOne Employment gave her the opportunity to hone her writing skills. "So much more than Robert's Rules of Order, our engagement with our society profoundly shapes our individual and collective experiences."

Pressnall, who majored in Business Administration and Management as a Woodbury undergraduate, credits Satinder Dhiman and Alexandra Saba with influencing her approach to business and empowering her to improve society. Dhiman, Associate Dean of the School of Business, was a pioneer with his ideas for incorporating values in business practices, says Pressnall. Saba, coordinator of Business Professional Women of Woodbury and an exceptional storyteller, was to Pressnall both inspirational and entertaining. Both professors exposed her to the many opportunities and career possibilities available to an involved citizen.

But it was her move to post-war Liberia in 2005

following years of both private and nonprofit social service that ultimately led to the first Survivors' Truth project – telling the stories of Liberia's 14 years of civil war.

Her original intent was to work internationally and, specifically in Liberia, to train trauma counselors. Over time, her experiences there led to work with the National Gender-Based Violence Task Force, Mental Health Task Force, and Truth and Reconciliation Commission, where Pressnall wrote protection legislation and trained police and prison staff in torture prevention. She returned to the United States in 2007 and set up a private practice to serve victims of violent

"Even disengagement is a form of engagement, with lasting consequences. For me, engagement with the people and the infrastructure of our communities is essential, not optional."

Dove Pressnall

crime while continuing to develop the Survivors' Truths model for application with other groups.

Pressnall also is involved in the New Leaders Council, a progressive leadership development institute, as well as her son's public school and her local Time Bank. Even so, she manages to find the time and energy to give back to Woodbury. Through her nonprofit, she also offered volunteer and internship opportunities to a number of Woodbury students. She has also enjoyed her connection with the alumni office and being a part of Woodbury's strategic planning session this year as an alumni representative.

"I am very interested in the ways we can be intentional in how we engage with one another and our collective agencies," Pressnall says. "Even disengagement is a form of engagement, with lasting consequences. For me, engagement with the people and the infrastructure of our communities is essential, not optional."

Woodbury's Faculty and Financial Resources

New Full-Time Faculty: Making a Difference from Day One

In the past two years, Woodbury University has hired 17 new faculty members into full-time positions. At most universities, new faculty members are hired and begin a long period of acculturation to their academic departments and the University overall. At Woodbury, many of our junior faculty members make immediate (and major) contributions to our academic profile and to our students' experiences. Here's a brief look at six of the newest members of the faculty, and how they already have made a difference on campus.

Heather Peterson ***Interior Architecture*** ***Fall 2012***

Heather Peterson joined the full-time faculty in the Department of Interior Architecture in Fall, 2012. Prior to her appointment to the IA position, Heather taught primarily at both ends of the Bachelor of Architecture program — the foundation level and the degree-project level, bringing a high degree of criticality and creativity to the classroom. Heather came to architecture via a BFA from the Rhode Island School of Design. She earned her Master of Architecture degree from the Southern California Institute of Architecture.

In her first year in a full-time appointment, she served as assistant chair of Interior Architecture and played a significant role in the preparations for the National Association of Schools of Art and Design (NASAD) accreditation visit on behalf of Interior Architecture. She was also instrumental in leading a major effort in the movement of Interior Architecture into graduate programming. Heather headed the committee that developed the successful Master of Interior Architecture (MIA) proposal, which is now being developed further for a substantial change proposal to WASC. She will lead the implementation of the new MIA curriculum with the initial cohort of grad students next fall.

In addition, Heather's paper titled *The Vanity and Entombment of Marie Antoinette* will be featured in IDEA Journal, a publication for interior design and architecture educators.

Greer Murphy ***Transitional English and Writing*** ***Fall 2012***

Greer Murphy, a visiting Professor in the Writing Department, is in her second year as a member of the full-time faculty. She holds a BS from Georgetown University. As an undergraduate, she also studied at the Universidad Complutense de Madrid. Greer earned her MA in Teaching English to Speakers of Other Languages from the Monterey Institute of International Studies and currently is pursuing a Doctorate at UCLA.

She currently is developing an innovative transitional English language program that allows for integration of college-level courses with English-as-a-second-language courses. Based on students' reading, writing, speaking, and listening proficiencies, they enroll in courses that introduce them to a variety of academic practices and discipline-specific vocabulary and concepts needed to pursue their chosen courses of study. Greer also has been instrumental in working to develop study-abroad experiences for Woodbury students.

Cathryn Ziefle ***Library*** ***Fall 2012***

Cathryn Ziefle joined the full-time faculty at Woodbury University in Fall, 2012. She earned her BA in English Literature at the University of Wisconsin and her Master of Information Studies at the University of Toronto.

Cathryn is the first professional librarian to be employed at Woodbury's San Diego campus library. As the sole librarian on the campus, she oversees the programs, services, and all aspects of the day-to-day operations of the library facility. The library has flourished under her guidance. Upon assuming her role at Woodbury, Cathryn carried out a full analysis of the San Diego library collection. Developed piecemeal and with minimal funding in previous years, the collection in place needed significant improvement. Cathryn's analysis has been invaluable in improving the scholarly research value of the collection, and in setting the direction for a systematic, comprehensive collection-development process.

Cathryn is actively engaged in service to professional librarianship. Most recently, she was a member of the Research Awards Committee for the Art Libraries Society of North America (ARLIS/NA), chaired the AASL Awards Committee for the Association of

Architecture School Librarians (AASL), and is currently the News Editor for *Canvas*, the newsletter of ARLIS/Southern California.

Karolyn Kiisel
Fashion Design
Fall 2012

Karolyn Kiisel joined the full-time faculty at Woodbury University in Fall, 2012, after serving on the faculty of the fashion department at Otis College of Art and Design for 27 years. Her experience in the fashion industry includes successful tenures as a designer, design director, co-owner, and owner of clothing and costume-design businesses and collections. She has also designed costumes for a long list of theatre and television productions.

Since joining Woodbury, she has supervised the Fashion Design Department's community engagement student project with the Burbank Philharmonic, and has recently published a book with Laurence King Publishers titled *Draping: The Complete Course*.

Robert Thornton
Psychology
Fall 2013

Robert Thornton began teaching full time at Woodbury University in Fall, 2013. He comes to

Woodbury with a BA in Psychology from the University of Kansas and a Ph.D. in Cognitive Psychology from the University of Southern California. Following completion of his Doctorate at USC, Robert served as a postdoctoral fellow at UC San Diego, as a Mellon Fellow and Research Associate at Pomona College, and as an adjunct faculty member at Claremont Graduate University.

He brings to Woodbury University expertise in psycholinguistics and cognitive development, specifically sentences processing, grammatical agreement processes, cognitive aging, language acquisition, and compositional semantic processes.

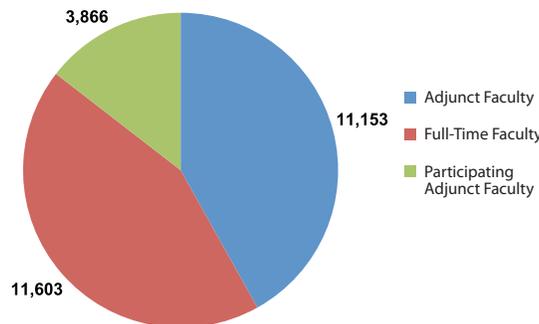
Kristen Schiele
Marketing
Fall 2012

Kristen Schiele joined the full-time faculty of the School of Business in Fall, 2012. Kristen earned her Ph.D. in Management at UC Irvine, which was preceded by an MBA and BS in Business Administration, both from Chapman University. In addition to her regular instructional duties, she was commissioned by her Dean in her first year to conduct research on Design Thinking in Schools of Business. She provided recommendations to the Woodbury business faculty regarding how such initiatives may apply to the School of Business.

Total Credit Hours Taught in an Academic Semester

	Fall 2011	Fall 2012	Fall 2013
Adjunct	9,456	12,348	11,153
Faculty	11,741	13,156	11,603
Participating Adjunct	4,431	4,230	3,866
Grand Total	25,628	29,734	26,622

Fall 2013 Total Credit Hours Taught



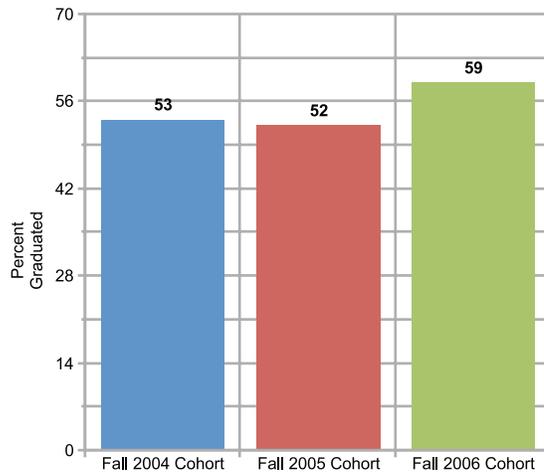
Data from PowerCampus on 12/18/2013. Credit hour calculation is course credits multiplied by course enrollment.

Statements of Financial Position at June 30, 2013 and 2012

	2013	2012
ASSETS		
Cash and cash equivalents	\$ 1,579,991	\$ 2,137,769
Cash restricted for bond reserve	1,712,658	1,712,907
Investments	18,184,273	16,091,925
Tuition receivable, net	1,722,621	1,389,859
Student loans receivable	1,681,363	1,680,959
Grants receivable	1,029,181	535,171
Pledges receivable, net	786,522	1,143,585
Other receivables	74,665	81,387
Prepays, deposits and other assets	2,370,011	2,318,427
Property and equipment, net	44,953,728	44,788,894
Total Assets	\$ 74,095,013	\$ 71,880,883
LIABILITIES AND NET ASSETS		
Accounts payable	\$ 599,707	\$ 323,600
Accrued expenses and other liabilities	5,998,044	7,746,326
Tuition advances	1,227,698	1,383,712
Student funds payable and student deposits	347,593	630,594
Loans payable	641,726	909,967
Bonds payable	23,710,000	24,260,000
Total liabilities	\$ 32,524,768	\$ 35,254,199
Net Assets		
Unrestricted		
Undesignated	2,305,828	1,289,009
Investment in property and equipment	20,602,002	19,618,927
Board designated endowment	15,947,256	13,577,856
Pension-additional minimum provision	(5,766,127)	(7,196,040)
Total unrestricted	33,088,959	27,289,752
Temporarily restricted	3,469,270	4,343,136
Permanently restricted	5,012,016	4,993,796
Total net assets	41,570,245	36,626,684
Total liabilities and net assets	\$ 74,095,013	\$ 71,880,883

Freshman Indicators

6-Year Graduation Rates for First-time Freshman



First-time Degree-seeking Freshman Fall 2012 Top Four retention majors

	1st to 2nd yr retention
Fall 2012 Cohort	
Accounting	100%
Animation Arts	100%
Interior Architecture	100%
Politics and History	100%

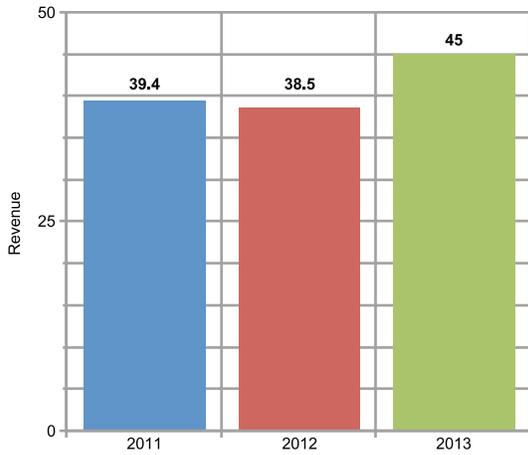
Notes: Fall to Fall retention.



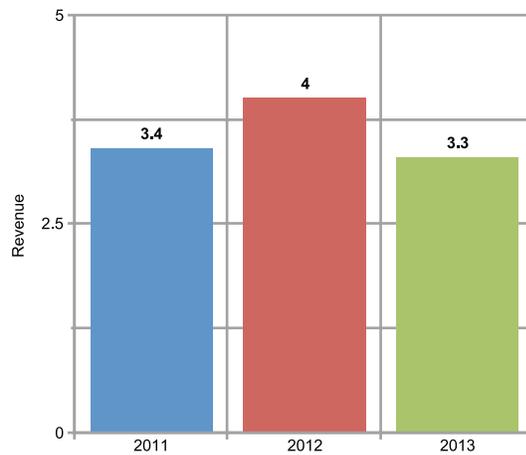
Statements of Activities Year Ended June 30, 2013

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenues, investment income and reclassifications:				
Revenues:				
Tuition and fees	\$ 47,862,897	\$ -	\$ -	\$ 47,862,897
Less: Institutional student aid	(11,009,891)	-	-	(11,009,891)
Funded scholarships	(347,887)	-	-	(347,887)
	36,505,119	-	-	36,505,119
Federal and state grants	-	2,131,737	-	2,131,737
Private gifts and grants	295,812	725,217	99,932	1,120,961
Auxiliary enterprises	2,198,266	-	-	2,198,266
Realized and unrealized gains on investments	1,715,779	8,787	-	1,724,566
Interest and dividends	262,403	143,088	31,866	437,357
Other	853,183	-	-	853,183
Total revenues and investment income	41,830,562	3,008,829	131,798	44,971,189
Reclassifications:				
Net assets released from restrictions and redesignated	3,996,273	(3,882,695)	(113,578)	-
Total revenues, investment income and reclassifications	45,826,835	(873,866)	18,220	44,971,189
Expenses:				
Instruction	18,671,217	-	-	18,671,217
Academic support	557,553	-	-	557,553
Library	1,000,725	-	-	1,000,725
Registrar	276,670	-	-	276,670
Student services	2,035,592	-	-	2,035,592
Institutional support	4,116,980	-	-	4,116,980
Campus operations and maintenance	3,859,071	-	-	3,859,071
Admissions	1,148,317	-	-	1,148,317
University marketing	2,614,846	-	-	2,614,846
Data processing	1,044,562	-	-	1,044,562
Auxiliary enterprises	1,128,533	-	-	1,128,533
Depreciation and amortization	2,746,107	-	-	2,746,107
Other	2,257,368	-	-	2,257,368
Total Expenses	41,457,541	-	-	41,457,541
Change in net assets before change in additional minimum pension liability	4,369,294	(873,866)	18,220	3,513,648
Change in additional minimum pension liability	1,429,913	-	-	1,429,913
Change in net assets	5,799,207	(873,866)	18,220	4,943,561
Net assets at beginning of year	27,289,752	4,343,136	4,993,796	36,626,684
Net assets at end of year	\$ 33,088,959	\$ 3,469,270	\$ 5,012,016	\$ 41,570,245

Revenue Over Three Years



Contributed Revenue



(Private gifts and private and federal grants)

Top Expenditure Categories in 2013

Cost of Instruction \$18.1 Million

Institutional Student Aid \$11 Million



THANK YOU!

With these two words, we convey our heartfelt appreciation of your generosity. Woodbury University is honored to acknowledge and thank the many donors who have chosen to support the University through alumni, individual, corporate, foundation, and organizational donations of financial support and gifts-in-kind.

The Woodbury University Honor Roll of Donors can be viewed at <http://woodbury.edu/support-woodbury/donor-groups-funds/honor-roll>

If you decide at any time that you do not want your name included in the Woodbury University Honor Roll of Donors, please contact Diana Saa in the Office of University Relations at (818) 252 - 5214 or via email at diana.saa@woodbury.edu



Institutional Support

Largest Bequest Completed from Namesake Family

While F.C. Woodbury founded Woodbury's Business College, the University's predecessor, in 1884, there was a more than 60-year gap between the family's next two connections with the institution – and both involved scholarships. In the 1930s, F.C.'s son, Frank R. Woodbury, was recognized as a scholarship donor, but it wasn't until the 1990s that the wife of one of F.C.'s grandsons set in place what is now the largest gift from an individual – an endowed scholarship of \$1.8 million from the estate of Jeanne R. Woodbury.

The last portion of this bequest was gifted from Jeanne's trust in July, 2013, following the sale of an apartment building by the trustee. This means that in 2014, the income from the endowed scholarship will provide some \$70,000 in scholarship support to students

attending Woodbury's School of Architecture. Bequests or other planned gifts — such as charitable gift annuities, which can fund new endowed scholarships — are a critical need; they enable the University to help students meet the cost of an education.

An endowed scholarship fund can be established for a minimum of \$50,000.

If you would like to help deserving students through tax-smart estate planning, please contact Richard M. Nordin, Vice President, University Relations, at 818-252-5212 or by email at Richard.

Nordin@woodbury.edu.



Jeanne R. Woodbury

For Passionate Donor, 14 Years is the Charm

Myron Miller, a Business Management graduate from 1976, has been donating to Woodbury faithfully for the past 14 years, making him one of the University's most consistent contributors. What accounts for the generosity? "I must have been having fun to keep it going this long," he says. Miller describes supporting Woodbury as "a passion."

"Woodbury is a terrific place – it's hamish," he says, evoking the Yiddish word for "cozy."

Miller donates specifically to the Friends of the Library. He recalls that, as a student, he spent more hours there than at home. "I was not a very good student in high school," Miller recalls. He attributes his successful career in business – working in the aerospace industry for 25 years as an accountant/auditor, and the tax industry for another 24 years – to his education at Woodbury. He still has his first-year accounting book, which he gets re-bound when he needs to.

Miller remembers Woodbury as "a unique place,

where the teachers were really interested in your education." He says a business law professor told his father on graduation day that he had never seen a kid work so hard. Almost 40 years later, that day still lives on in Myron's memory. "If I can help someone else get the kind of education that I did, that would be perfect."

Miller's life lessons – axioms, really – can apply to just about any graduate. When you go into an interview, study the company and choose your words carefully. Your resume needs to grab HR's attention – be proactive when talking to HR, show your intelligence and don't meander with your answers. Once you get into the business world, you will understand accounting.

"Giving comes from the heart and it depends on how you are brought up," Miller says. "It has to do with the kind of person you are." He considers himself part of the "we" generation, not the "me" generation. For Miller, giving is never about the tax benefit or getting something in return. "It's doing something nice and helping others," he says.

Sage words of advice from Myron Miller to the Class of 2014. "Study, study, study! And be proud of where you graduated from!"

Charitable Gift Annuity Rickey Gamore '49

Like many hard-working Woodbury alums, Rickey Gamore ('49) benefited from her education at the University. She particularly remembers Professors Evry and McConnell and the others who came from industry. Like many of today's students, she worked part of each day in an accounting office to help pay her way, since her parents couldn't afford to help her.

"I always felt that the education I got at Woodbury — journalism and business — started molding me and pointed to a career that I would enjoy," she recalls. "Now that I am in a position to give back to the University that helped me, I want to support future students by setting up an endowed scholarship by funding a charitable gift annuity."

Believing that today's students deserve the chance for a scholarship, she decided on the charitable gift annuity as a tax-smart way to make a gift, receive an increased income and then see the funds eventually go into a scholarship – the annual income from which will support students in perpetuity. The annuity she completed provides her with a 7.2 percent payout – much higher than other vehicles that don't include the bonuses of a charitable income tax deduction and helping undergraduates.

"Some people can't believe it, but it's a wonderful way of providing income and leaving something for a scholarship," she says.

For more information on establishing a Charitable Gift Annuity or other income-generating vehicles, please contact Richard M. Nordin, Vice President, University Relations at 818-252-5212 or by email at Richard.Nordin@woodbury.edu.



Gamore's first job out of Woodbury was with the Los Angeles Chamber of Commerce. At the Chamber, she worked on government relations and promotions and came up with the idea to welcome a sailor coming back on the USS Los Angeles in 1953 with a big kiss. The photo ran in every Los Angeles paper. Rickey Gamore is the lady on the right.

"I always felt that the education I got at Woodbury – journalism and business – started molding me to a career that I would enjoy. Now that I am in a position to give back to the University that helped me, I wanted to support future students by setting up an endowed scholarship by funding a charitable gift annuity."

Rickey Gamore '49

“Pop” Whitten Heritage Society 2013

Henry M. Anding, CPA

Anonymous

Samuel Armstrong 1973

Prof. Sydney Lawrence Balbes 1960

Edward E. Blazer 1959

Lowell K. Bokelman 1950

Brian and Linda Bowman

Roa Brand, VCA 1962

Donald and Laura Butler

Dr. Ellen M. Campbell

Gary 1956 and Collene Campbell

Mrs. Marilyn L. Cova 1955

Drs. James and Hannah Dean

Donald A. 1959 and Joyce Droesch

Mary R. Evry

Raymond and Maxine Frankel

Theodore J. Fuller 1971

Patricia A. Gamble

Christine A. Gamboa 1985

Rickey P. Gamore 1949

Joan Geisbush

Drs. Paul and Zelda Gilbert

Rosella K. Goldman

Russell and Norma Hanlin

Carroll H. Hudson 1938

Frederick P. Hutchirs 1974

Lynni S. Hutton 1977

Joel and Robin Jaffe

Drs. Richard and Carol King

Charlotte Kirkendall

Richard W. Knowles 1963

Roger L. Kringen 1949

Robert and Barbara Kummer

Barry and Beverly Kurtz

Gregory N. Lippe 1967

Mrs. Dorothy Lucas

Anna A. 1964 and Douglas McCoach

Linda L. Meinert

Mr. Frank T. Murphy, CPA

Sandra and Louis Naidorf

Dr. and Mrs. Kenneth R. Nielsen

Richard M. Nordin

Nan Rae and Charles Parker

Myron W. 1948 and Beth Reed

Michael W. Saba 1971

Dr. Robert A. Schultz

Margaret G. Shadow 1935

Gisela Von Huene Slonneger, VCA '63

Ronald E. Soderling 1957

Jack Solomen 1956

C. Edward 1960 and Shondell Spiegel

Mr. and Mrs. Hugo J. Standing

Michael J. Sultan 1970

Judith D. Tamkin 1949,

The Tamkin Foundation

William R. 1969

and L. Elaine Thomas

Professor Carolee Toon

James 1964 and Susan Whiting

Norma J. Woelfel 1956

“Pop” Whitten Heritage Society is so named after Woodbury’s sixth President, Ray Howard “Pop” Whitten, known as an innovative educator who left a lasting mark on the University. Friends of Woodbury can share in Pop Whitten’s legacy by leaving gifts from their estates, be it through a will or other planning vehicles. If you would like to be included, or if you already include Woodbury in your will, please contact Richard M. Nordin, Vice President, University Relations, for information regarding membership at 818-252-5212.

Faculty/Staff Campaign Ambassador Gives Back

To Renato Aranda, Assistant Director of Physical Plant, Woodbury University represents a wealth of opportunity. “Part of why I participate is because I feel it’s my responsibility to give back a little of what Woodbury has given me,” he says.

In April 1990, when Renato first went to work at Woodbury, the last thing on his mind was financially supporting his place of employment. But in 2011, after 21 years, Renato chose to contribute to Woodbury’s Faculty/Staff Campus Campaign. “It’s not about how much you give, it’s about involvement,” he explains. “Every day I walk around campus and feel grateful to be a part of this community.”

Renato also appreciates that the campaign gives him freedom of choice. Not only can he specify the amount of his gift, but also the area in which his gift will make the biggest impact. “I have nothing but praise and thanks for Woodbury,” he says. “Woodbury



Renato Aranda, Assistant Director of Physical Plant, feels that giving back is important.

has been very good to me.”

It’s telling that Renato has even become a Faculty/Staff Campus Campaign Ambassador within his department, encouraging his colleagues to find an area they want to support with a gift that is meaningful to them.

49th Annual Fashion Show, 2013: An Adventure in Design

Around the theme “Neo-Tribes,” Woodbury’s annual Fashion Show proved to be an adventure in style and a visual feast. Twenty-four Woodbury seniors had spent months formulating individual concepts, which ranged from “New York Socialites Obsessed With Anatomy” to “Feminist Aviators to Bohemian Business Women.” Design Thinking, one of President Calingo’s four pillars, had been applied to create cutting-edge, high-end collections that would be the culmination of the students’ four years at Woodbury.

Fashion Design Chair, Kathryn Hagen’s first goal has been to raise the level of design education at Woodbury. Over the past year, a dozen new specialized instructors have introduced new opportunities and areas of expertise. Hagen’s



second objective involves rebranding the department to attract the best and brightest students while securing high-level industry participation and support.

The object of the show was to provide a new and exciting experience for loyal supporters. The high level of the student designs and the remarkable venue accomplished that goal for about 300 of our most loyal friends and supporters.

The second, larger show – held at Los Angeles Center Studios downtown – had an entirely different list of objectives: upgrade the Fashion Design department’s image and identity, eclipse the competition, energize our buyer market (and potential employers), and establish the voice of our brand. To accomplish all that, the show needed to be open to the public, free, and a “wow” from the start. It also had to showcase students as creative problem solvers and idea machines.

We are looking forward to the 50th show in 2014, with plans for an even larger venue, as well as the possibility of taking the show on the road.

School of Architecture Dean’s Advisory Council

On December 6, 2013, Dean Norman Millar of the School of Architecture convened the first meeting of the Dean’s Advisory Council. The twelve distinguished volunteers seated around the table represented diverse business and architecture firms active in the Los Angeles, Orange County, and San Diego regions and around the world. The architect members lead practices that have been responsible for such impactful projects as Grand Park in downtown Los Angeles, the Liberty Station/Naval Training Center Re-Use Master Plan in San Diego, and Segerstrom Center for the Arts in Costa Mesa. Their firms also recruit significant numbers of Woodbury students and graduates as interns and employees.

The American Institute of Architects asserts that in the coming years, architects will be challenged to design in ways that respond to the urgent core issues of energy use, the utility and impact of materials, fostering healthy work and living spaces, and the resiliency of buildings in the face of water scarcity, natural disasters, and other pressures. In addition,

the profession is facing a shortfall of young architects to replace retiring “baby boomer” practitioners. The Dean’s Advisory Council will assist the School of Architecture in shaping its responses to these burning issues that confront architectural education and the profession.



Council member Lew Horne (left) of CBRE, Inc., the world’s leading real estate services company, and Norman Millar, Dean of the School of Architecture, at the first Dean’s Advisory Council meeting.

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Woodbury a Big Mover in Latest U.S. News & World Report Rankings

When it comes to college rankings, things at Woodbury are looking up. Way up.

Woodbury University is ranked 48th among Western regional universities in *US News & World Report's* annual rankings of colleges and universities <http://colleges.usnews.rankingsandreviews.com/best-colleges> – the highest in the school's history and a major move up the list from last year's ranking of 62nd. The 14-point improvement was among the largest by any institution in the magazine's 2014 tally.

According to the magazine, Woodbury has the highest

percentage of international students (17 percent) among its Western regional peers. Improvement in the University's overall ranking was attributed to Woodbury's favorable graduation rate, a measure included in the magazine's ranking methodology for regional universities for the first time this year.

"The 2014 *US News & World Report* rankings provide further evidence that Woodbury is delivering on our core mission of empowering students to do extraordinary things in and out of the classroom and preparing them for lives of discovery, innovation, leadership, and citizenship," said President Calingo. "We are pleased that Woodbury continues to be recognized for educational programs that are distinctive and driven by our unique ability to integrate transdisciplinarity, design thinking, entrepreneurship and civic engagement in everything we do."

"The 2014 US News & World Report rankings provide further evidence that Woodbury is delivering on our core mission of empowering students to do extraordinary things in and out of the classroom and preparing them for lives of discovery, innovation, leadership, and citizenship."

President Calingo