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A YEAR OF TRIUMPH
FOR CAL POLY ATHLETICS

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ALUM DESIGNS
HGTV DREAM HOUSE

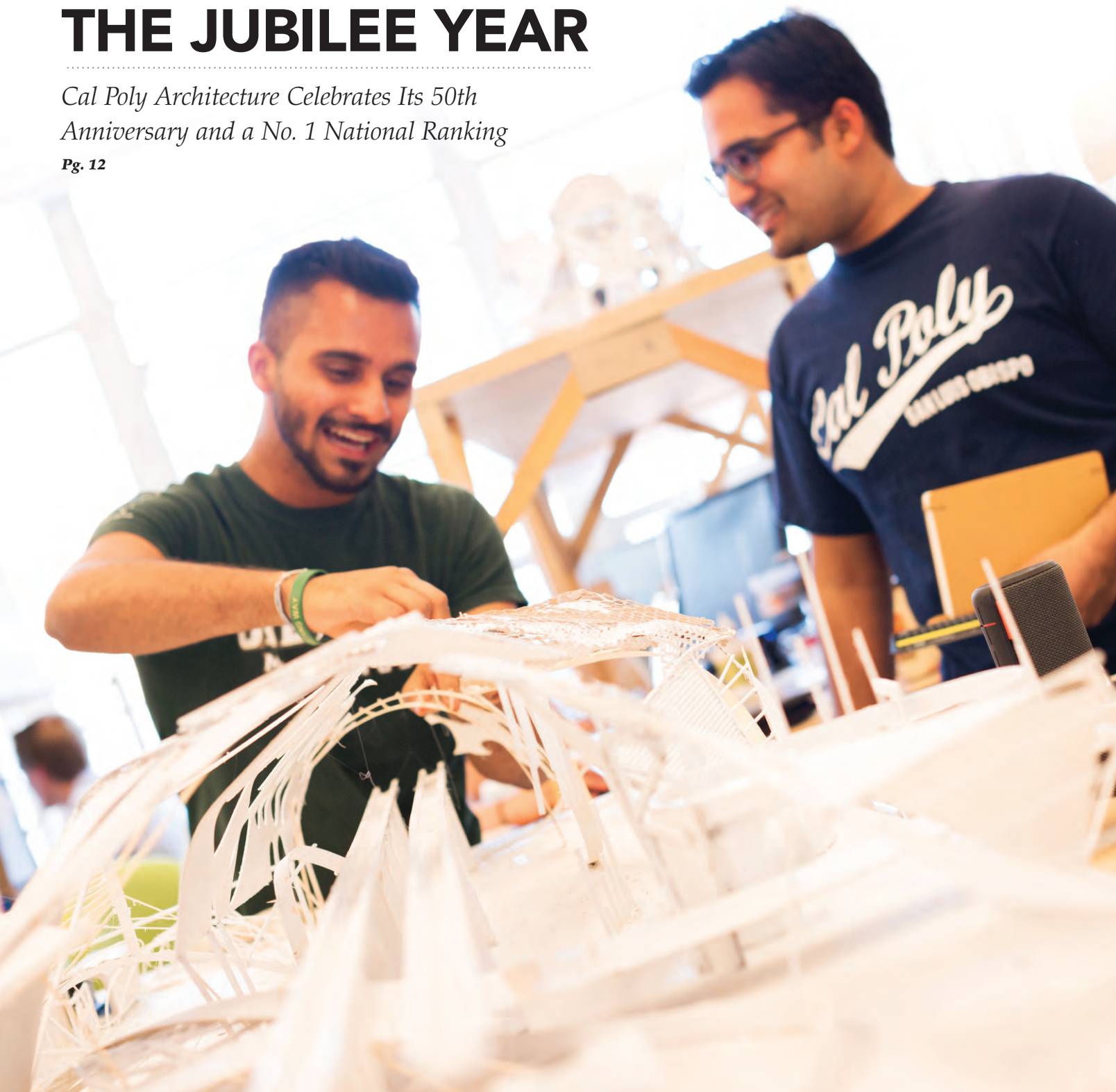
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CAL POLY MAGAZINE

THE JUBILEE YEAR

*Cal Poly Architecture Celebrates Its 50th
Anniversary and a No. 1 National Ranking*

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EDITOR

Matt Lazier

CONTRIBUTORS

Larry Peña
Jo Ann Lloyd
Sally Taylor

PHOTOGRAPHY

Brittany App
Jean Paul Molyneux
Chris Leschinsky

DESIGN

Art Director: Thomas Reiss
Designers: Bryan Bremer & Quincy Lousen
Kraftwerk Design, Inc.
www.kraftwerkdesign.com

PRINTING

RR Donnelly

ASSISTANT VICE PRESIDENT

FOR CREATIVE SERVICES
Royce Silver

INTERIM ASSOCIATE VICE PRESIDENT
FOR MARKETING & COMMUNICATIONS

Jeff Hesse

VICE PRESIDENT FOR UNIVERSITY
ADVANCEMENT AND CEO,
CAL POLY FOUNDATION
Deborah A.W. Read

PRESIDENT

Jeffrey D. Armstrong

COMMENTS MAY BE SENT TO:
Cal Poly Magazine
Heron Hall 113, Cal Poly
San Luis Obispo, CA 93407-0009
PHONE (805) 756-7109
E-MAIL polynews@calpoly.edu

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San Luis Obispo, CA 93407-0448
e-mail to alumni-info@calpoly.edu or call
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Architecture students Salem Ahmed (left) and M. Farid Sahid at work in Professor John Lange's studio.

PHOTO BY BRITTANY APP

Professor Thomas Fowler (left) works with architecture students in his design studio. Read more on page 12.

PHOTO BY JEAN PAUL MOLYNEUX

UNIVERSITY NEWS



William Swanson Peter Oppenheimer

Chairman of Raytheon and Retiring Apple CFO to Lead Cal Poly Foundation

Members of the Cal Poly Foundation elected William Swanson, chairman of Raytheon Co., to serve as the new chairman of the foundation’s board of directors. In addition, Peter Oppenheimer, retiring senior vice president at Apple who served as the company’s CFO for 10 years, was elected to serve as vice chairman of the board.

Swanson, a 1973 graduate of Cal Poly in industrial engineering, has been a member of the Cal Poly Foundation

board since its founding in 2006. He previously served as the board’s vice chair.

“I am honored to serve the university as chairman of the Cal Poly Foundation,” Swanson said. “As a proud alumnus, I know firsthand the value of a Learn by Doing education, which has served me well during my career. I look forward to leading the board and helping to ensure Learn by Doing continues to provide the educational foundation for future generations of Cal Poly students.”

Oppenheimer, a 1985 graduate of Cal Poly in agricultural business, also has been a member of the Cal Poly Foundation board since its inception.

“I’m proud to have studied at Cal Poly and continued my relationship with the university for so many years,” Oppenheimer said. “It has also been a privilege to work with the foundation on making the student experience even better and creating greater opportunities for students who come to Cal Poly.”

UNIVERSITY NEWS

Cal Poly Admits Its Most Selective Class

Cal Poly’s fall 2014 class will be the most selective, most diverse and most academically successful in the university’s history. Out of a record pool of nearly 52,000 freshman and transfer applicants, Cal Poly selected 14,749 students — only 28 percent.

“Make no bones about it — this is a highly selective university,” said James Maraviglia, associate vice provost for marketing and enrollment development. “The high demand is a sign of the quality of a Cal Poly education. The

Out of a record pool of nearly 52,000 freshman and transfer applicants, Cal Poly selected 14,749 students — only 28 percent.

top students, not only in California but across the country, are choosing us.”

In terms of academic accomplishments, the incoming freshman class has an average GPA of 3.97, an average combined reading and math SAT score of 1318 out of 1600, and an average ACT score of 29.

The class is the most diverse in Cal Poly history in every possible category, with nearly equal gender balance, members from every U.S. state, and a high composition of underrepresented minorities and socially and economically disadvantaged groups. —Larry Peña

PHILANTHROPY BY THE NUMBERS

As of June 30, the Cal Poly Foundation’s endowment hit its record high, closing out a strong year of philanthropy from Cal Poly supporters.

... **\$198.4 MILLION** ...
ALL-TIME RECORD
HIGH ENDOWMENT

..... **\$22 MILLION**
ENDOWMENT INCREASE
IN THE LAST FISCAL YEAR

..... **\$7.3 MILLION**
ENDOWMENT PAYOUTS TO
CAL POLY PROGRAMS AND
SCHOLARSHIPS LAST YEAR

..... **1**
ENDOWMENT RANK IN THE CSU

..... **2**
ENDOWMENT RANK
AMONG PUBLIC MASTER’S
UNIVERSITIES NATIONWIDE

.... **\$49.2 MILLION**
TOTAL GIFTS AND
COMMITMENTS TO CAL POLY
LAST YEAR

..... **47**
GIFTS AND COMMITMENTS
EXCEEDING \$100,000 EACH



Dean Andrew Thulin

Dean Scott Dawson

Two New Deans Appointed

Cal Poly has appointed new deans to lead the College of Agriculture, Food & Environmental Sciences and Orfalea College of Business.

Andrew Thulin was named dean of the College of Agriculture, Food & Environmental Sciences in June. He previously led Cal Poly's Animal Science Department for 15 years and has been serving as interim dean since former Dean David Wehner was tapped for a role in the university's administration in July of 2013.

Under Thulin's leadership, the Animal Science Department implemented a new strategic vision that led to a significant expansion of facilities, faculty and staff. Graduation rates increased to nearly 90 percent, and more than \$16 million was raised for new laboratories and the construction of a new beef center, animal nutrition center, and meat processing center, among other buildings.

Scott Dawson, dean of the School of Business and Administration at Portland State University in Oregon, will begin

his post as dean of the Orfalea College of Business in August. At Portland State, he led the creation of the school's 40-member Business Advisory Council, mobilizing business leaders in the local community to lend their talents to the school's strategic and philanthropic development. He was also instrumental in developing new international programs and industry partnerships.

Dawson succeeds former Dean Dave Christy, who served from 2004 to 2013. Christy left Cal Poly to become provost of Baruch College in New York City.

—Larry Peña



Student journalists Ed Zuchelli and Olivia DeGennaro on set. Photo by Steven Miller

Mustang News Wins 20 National and State Awards

Mustang News, the Cal Poly Journalism Department's student-run integrated newsroom, received national and state recognition with 20 awards from the Associated Collegiate Press and the California College Media Association. During the National College Journalism Convention this spring, the Associated Collegiate Press awarded Mustang News Best of Show awards in the Website and Multimedia Package categories. Mustang News also received third place for Best of Show in the Special Section category. The accolades follow significant changes in Cal Poly's Journalism Department. In fall 2013, the department announced the development of Mustang News, an integrated, digital-first student news organization. As part of the integration, Mustang News now reaches across platforms to include a twice-weekly print edition, TV news broadcast, radio broadcast, mobile app, video stream, and social media presence — all found on the newly awarded website, MustangNews.net. —Paul Bittick

Kennedy Library Receives National Award for Excellence

The Association of College and Research Libraries (ACRL) has named Cal Poly's Kennedy Library as a recipient of the 2014 Excellence in Academic Libraries Award. The award recognizes library staff and programs that deliver exemplary services and resources to further the educational mission of the institution.

ACRL awards are given out in university, college and community college categories. The Kennedy Library won the award for best university library nationwide. It is the first university library in California to receive the award. In addition to the recognition, the library received \$3,000 at a ceremony held on campus during spring quarter.

"We were taken by the LibRATs (Library Research Assistance Technicians) program, in which highly trained students provide instruction and help other students with research," said Joyce Ogburn, chair of the 2014 Excellence in Academic Libraries Committee and dean of libraries at Appalachian State University. "Among the library's other innovations are development of a Data Studio to address data literacy and instigation of access to and development of open access textbooks to decrease costs for students."

"Kennedy Library is proud to be an important part of Cal Poly's cross-disciplinary excellence," said University Librarian Anna K. Gold. "Our culture of innovation reflects the strengths of Cal Poly's students, faculty and staff." —Staff



Taylor Santos-Karney

Freshman Takes Individual Title at National Rodeo

Taylor Santos-Karney, a first-year Cal Poly agricultural systems management major, won the tie-down roping title in June at the College National Finals Rodeo (CNFR) Championships in Casper, Wyo.

"It was a dream come true, especially as a freshman," said Santos-Karney. "I've worked for this our whole year and really since I was a little kid. To get the opportunity to go to the championship and win is amazing."

Santos-Karney entered the tournament as the top-ranked all-around male competitor in the West Coast region. His spectacular 8.4-second run in the short round of the competition put him at the head of the pack of 45 competitors representing

35 schools across the country. He finished with a 37-second four-run total time.

It's the first time a Californian has won an individual CNFR title since 2006 — when Santos-Karney's coach, Ben Londo, brought home the all-around title as a Cal Poly student.

"It's great for Cal Poly to bring back another championship," Londo said. "We have a long history of being a college rodeo powerhouse, and it's exciting to see that coming back. I expect we're going to be a big name in college rodeo for many years to come." —Larry Peña



See a video about Cal Poly Rodeo online at www.magazine.calpoly.edu



Outstanding Students Honored at State Capitol

In February, 17 of Cal Poly's most accomplished students were invited to the state capitol in Sacramento, where they met with San Luis Obispo's legislative representatives and were officially recognized on the floors of the Senate and Assembly. The group included

The group included winners of engineering design competitions, budding business entrepreneurs, scientific researchers, and Congressional interns.

winners of engineering design competitions, budding business entrepreneurs, scientific researchers, and Congressional interns. The students represented all six of Cal Poly's colleges.

"It's great to be recognized for your hard work and to be included in this group of people doing really impressive things," said John Sekarak, a physics major who worked on a high-profile energy project this year in Italy. "I hope we get to keep doing things like this." —Larry Peña

PayScale Ranks Cal Poly No. 7 for Return on Investment

Cal Poly ranks No. 7 among the nation's public universities and No. 33 among all institutions for return on tuition investment, according to a listing from PayScale.com.

The list includes the weighted total cost for a graduate based on in-state tuition rates along with the 20-year net return on investment. For Cal Poly, the total cost is \$103,600 and return on investment is \$611,700.

The 2014 PayScale study looked at 1,310 public, private, religious and secular universities around the nation.

"Cal Poly provides Californians with an affordable avenue to a top-shelf education that will pay dividends throughout their lives," said Cal Poly President

Jeffrey D. Armstrong. "This latest PayScale listing shows that we are fulfilling our goal of providing students with an opportunity to transform themselves into the workforce-ready professionals

For Cal Poly, the total cost is \$103,600 and return on investment is \$611,700.

and future leaders our world needs — and to do it at an accessible price."

Cal Poly moved up two spots from its No. 9 ranking on last year's PayScale ROI list in the public university category and four spots from the No. 37 spot on the overall listing. —Matt Lazier



More than 4,100 graduates joined the ranks of Cal Poly's alumni June 14 and 15 in this year's spring commencement ceremonies. Read more at www.calpolynews.calpoly.edu.

Photo by CHRIS LESCHINSKY



Threat researcher Ismael Valenzuela (standing) teaches McAfee's Malware Research Analysis class to Cal Poly cybersecurity students.

New Initiative Turns Undergrads into Cybersecurity Warriors of Tomorrow

BY JO ANN LLOYD PHOTOGRAPHY BY BRITTANY APP

It made international news days before Christmas last year: Millions of Target customers' credit card information was breached while they did business at the nation's No. 2 discount store, and according to reports, the biggest retail hack in U.S. history could have been prevented.

In the not-too-distant future, Cal Poly computer science and computer engineering students will be equipped to spot, stop and prevent these types of attacks. The university's new cybersecurity education initiative — which includes the Cybersecurity Center, Cal Poly Northrop Grumman Cyber Lab, cybersecurity curriculum, and a Cybersecurity Council — is preparing students to tackle the ever-increasing challenge of protecting peoples' and organizations' online privacy.

Cal Poly's momentum in cybersecurity education

builds upon an already-established interest, initiated through a cybersecurity projects lab for students established with funding from Raytheon. The Cal Poly White Hat club uses the lab to make the Internet a safer place by protecting personal computers, private data and information systems.

Spearheaded by the College of Engineering, the unique initiative seeks to educate all Cal Poly students in issues of cybersecurity.

The new cyber lab, the first of its kind in the nation, enables students to study real-world computer security technologies, in a safe and controlled environment. Funded by the Northrop Grumman Foundation in a partnership, the cutting-edge lab features a direct connection to Northrop Grumman's Virtual Cyber Lab, allowing students to work directly with the company's cybersecurity experts and experience emerging challenges in real time.

"This initiative is giving our students virtual access to some of the best resources in the world," said Cal Poly President Jeffrey D. Armstrong. "It's yet one more way in which Cal Poly is producing graduates uniquely prepared to meet the challenges of our complex society

— in this case, for a quickly developing profession that truly needs the best and brightest minds right away.”

The umbrella organization that is the Cal Poly Cybersecurity Center will create connections and partnerships between disciplines, said computer science Professor Zachary Peterson, the first person hired specifically to teach in the area of cybersecurity.

“I’m a believer in cybersecurity not being a specialization,” he said. “I would go so far as to say it’s a principle every computer science student needs to see.” And he wants them to see it during their very first quarter on campus.

Part of Peterson’s vision is to expand course offerings and rethink how students who have never studied computer science are introduced to the discipline. “Let’s avoid highly constrained, low-level programming exercises, which lack context and relevance; instead, let’s go build something fun,” he said.

The newly revamped Intro to Computing course lets them do just that. “The course has always been offered in a variety of ‘flavors,’” Peterson said. “Students can choose to explore computer science through computational art, music, video games, or mobile apps. Now, we’re offering security as a flavor.”

Students in Peterson’s section of Intro to Computing will explore computer security concepts through a quarter-long Capture the Flag-style game, in which students will work together to try to break into computers Peterson has setup, in order to steal a digital “flag.”

“This course will get students excited about comput-

er security while communicating core computer science principles,” Peterson said. “Other sections of the class have been shown to help reduce attrition, increase performance, and maintain women and other under-represented populations in CS. I hope to do the same.”

Peterson, an expert in secure storage systems and applied cryptography, said he’s not aware of any university offering a course dedicated to security to students in their first quarter.

In the new Cryptography Engineering course, students learn how to build secure systems using cryptography, the science of coding and decoding secret messages. A third class, Malware Research Analysis, was taught in the spring with the help of engineers from McAfee Corp. “They have been extremely generous with their time and resources, sending 10 world-class experts over the course of the quarter to lecture each week,” Peterson said.

Cybersecurity is uniquely suited to tap the exponential powers of a polytechnic institution, said Debra Larson, dean of Cal Poly’s College of Engineering.

“Learn by Doing in a cyber world is as real-world as it gets,” Larson said. “Cybersecurity isn’t just a technical discipline, and it’s not just computer science. It involves business, economics, ethics, philosophy and psychology. It asks all of us to apply diverse knowledge in new ways.

“Similarly, our collaborations reflect the truly polytechnic nature of this initiative. Our relationships span a spectrum of industries, interests and disciplines, which contributes to the relevance of the curriculum we design.”

“The Internet is everywhere, which makes our cybersecurity graduates immediately valuable to employers wherever they are,” Peterson said. “Whether they work specifically for a security company like McAfee or become an engineer with software giant Google, having a working knowledge of security will make more them valuable to that company,” he said.

“Internet connectivity is all around us — in cars, refrigerators, electrical systems. Things we thought were safe today can become totally broken and insecure tomorrow.”

But should that day come, Cal Poly’s students will now be there to help.



On hand for the dedication of the Cal Poly-Northrop Grumman Cyber Lab were (left to right) Dale Griffiths, chief scientist in the Northrop Grumman Intelligence System Division; Cal Poly Computer Science Chair Ignatios Vakalis; cyber student Christina Formaini; Professor Zachary Peterson; Northrop Grumman Vice President Michael Papay; Northrop Grumman Studies and Special Program Manager Rich Shelton; Northrop Grumman CEO Wes Bush; Cal Poly President Jeffrey D. Armstrong; Dean Debra Larson; student Jessie Pease; Northrop Grumman Vice President Ron Smith (B.S., Electrical Engineering, 1983).

CAL POLY AND NORTHROP GRUMMAN DEDICATE CYBER LAB

When it comes to training young, work-ready engineers in the critical field of cybersecurity, Northrop Grumman CEO Wes Bush believes Cal Poly “gets it.”

Bush was on campus in January for the dedication of the Cal Poly-Northrop Grumman Cyber Lab, a 32-workstation facility that is the centerpiece of the new Cal Poly Cybersecurity Center. Bush said programs like Cal Poly’s are crucial in meeting the growing challenges in modern life.

“Cybersecurity isn’t just about national security, it’s about economic security,” he said.

Cal Poly students will now be able to receive intensive training in malware, encryption, cyber attacks and cryptography in the new lab, which was built with the support of a \$150,000 grant from the Northrup Grumman Foundation and is connected to the defense company’s Virtual Cyber Lab in Virginia. Dale Griffiths, chief scientist at Northrop Grumman’s Intelligence System Division, helped configure the lab, which is equipped with specialized software, hardware and television monitors that rotate 360 degrees.

“Cyber threats evolve faster than textbooks,” noted Cal Poly President Jeffrey D. Armstrong. “This opportunity is unprecedented in higher education and particularly unheard-of at the undergraduate level. This is much more than a state-of-the-art lab. Cal Poly students will be able to enter the workforce equipped and ready to handle the challenges they’ll face.”

Computer science student Jessie Pease, president of the university’s White Hat cybersecurity club, said the lab would help the club fight hacking and “make the Internet a safer place.” Pease, a junior who said her interest in cybersecurity drew her to Cal Poly, said the lab should make her major more popular. “It’s really exciting to see this dream become a reality,” she said. “I’m glad I will be able to take advantage of the new lab.”

Bush, who joked he would “love to hire every one of the students,” said he knows Northrop Grumman will have to compete for them, adding “this is going to be the place where people come to look for talent.” —Amy Hewes

INDUSTRY PARTNERS WITH CAL POLY ON CYBERSECURITY

The Cal Poly-Northrop Grumman Cyber Lab represents one part of Cal Poly’s initiative in cybersecurity education. The Cal Poly Cybersecurity Center serves as the nexus for a wide range of activities that involve faculty and students collaborating with experts from other universities, private companies, government agencies and research labs. Programmatic and strategic direction is provided by the Cybersecurity Council.

The Cybersecurity Council consists of individuals at the highest levels of cyber leadership in companies that include:

- Boeing
- Good Technology
- McAfee
- Northrop Grumman
- Pacific Gas & Electric (PG&E)
- Parsons
- Raytheon
- QL+

Both Raytheon and Boeing have been key supporters of Cal Poly’s initial efforts in cybersecurity; PG&E, Parsons and McAfee have provided recent major gifts to launch the Cybersecurity Council and develop curriculum.

Cal Poly Computer Science Chair Ignatios Vakalis and Russ Bik (B.S., Industrial Technology, 1970), a member of the President’s Cabinet and Sun Microsystems’s original vice president of operations, serve as council co-chairs.

The entrance to the new Cal Poly Northrop Grumman Cyber Lab





the JUBILEE YEAR

Cal Poly Architecture Celebrates its 50th Anniversary with a No. 1 Ranking

BY LARRY PEÑA | PHOTOGRAPHY BY JEAN PAUL MOLYNEUX AND BRITTANY APP

Cal Poly's architecture program is celebrating its 50th anniversary this year, and it seems the design world is honoring the occasion with a special gift. This fall, for the first time, the industry trade publication DesignIntelligence named Cal Poly the best undergraduate architecture program in the nation.

Long a fixture among the publication's Top 10 programs, Cal Poly leapfrogged prestigious programs including those at Cornell, Rice and Syracuse universities.

"This year we received 1,108 valid responses to our survey of professionals who have authority to hire within firms and organizations," says Bob Fisher, associate publisher of DesignIntelligence. "When asked which undergraduate architecture programs best prepare students for success in the profession, their No. 1 choice was Cal Poly."

The publication further endorsed specific skill areas at Cal Poly. "It is interesting to see that rankings of skill areas — like construction, cross-disciplinary teamwork

and sustainability — combine findings for graduates of bachelor's and master's programs," says Christine Theodoropoulos, dean of Cal Poly's College of Architecture & Environmental Design. "Graduates with Cal Poly bachelor degrees have skills that compete with graduates of prestigious master's programs like Harvard, Columbia and MIT in many of the skills."

In her previous positions as head of architecture at the University of Oregon and a contributor to the

CONTINUED...

Architecture students thrive in the creative chaos of professor Thomas Fowler's third-year design studio.

PHOTO BY JEAN PAUL MOLYNEUX



Architecture Department Head Margot McDonald (left) and College of Architecture & Environmental Design Dean Christine Theodoropoulos (center) weigh in on the creative process with third-year architecture student Shereen Ghishan.

PHOTO BY
BRITTANY APP

National Architecture Accrediting Board, Theodoropoulos recalls wondering how this CSU architecture program in an obscure rural town kept showing up near the top of national rankings year after year.

When she joined Cal Poly in 2012, she found a whole host of reasons why. Most prominent, she says, is the program's unique facilitation of what she calls a "making culture."

"Students begin designing the very first day they're on campus as freshmen," she says. "Over five years, they complete 15 design studios that are very exciting and demanding. Throughout this process they shape and experiment with materials. They build the forms they visualize and learn to translate design concepts into spatial and material realities."

Thomas Fowler, a Cal Poly architecture professor who has coordinated the program's critical third year,

intentionally builds that complete experience into his instruction. "I like to model my classroom as if it were a practicing firm," he says. "I give students a dense, tight schedule of deliverables where they have to come to class with some big components already accomplished."

Architects who have been through that rigorous experience never forget it.

"I remember my first student project, designing a winery," says alumna Charlene Dekker, '88, an architect and community and education specialist at Gensler, one of the top design firms in the country. "That professor, Sandy Miller, was awesome at teaching the full process, from understanding a program, to working through the design, to the presentation, to seeing it actually built."

Keith Houchin, '10, is a junior designer at WATG Design in Orange County. "One emphasis that I took from

the program that gave me a competitive advantage was that I actually had some built work when I graduated," he says. "The fabrication aspect was really, really important to give me an edge in my career."

Alumni and architecture recruiters agree that the wealth of hands-on, holistic experience enables students to be professionally productive from Day One — and even before. As part of their intensive fourth year, many Cal Poly architecture students participate in the Professional Studio Program. It's an unusual feature in architecture education that places students in top firms for an experience that blends professional and academic work — but lacks the menial tasks that characterize stereotypical internships.

WATG is part of this program, and Houchin works directly with those Cal Poly students. "We treat them like full employees rather than interns," he says. "Knowing they can come in and hit the ground running is really important, and then their academic foundation is really the cherry on top."

"They actually influence the design dialogue here, and a lot of the projects they've developed for us have been really great."

Students find the experience of integrating into a professional firm invaluable. "You're dealing with business people, not classmates anymore," says Agus Tio, a third-year architecture student who participated in a placement last quarter at the Los Angeles design firm AECOM. "The people who have experience are willing to help you with the work. I had to learn all the practical aspects of really getting the job done — to learn the reality."

Fowler, who has also taught at other top programs, including Cornell and UC Berkeley, credits the Cal Poly program's legacy with another key differentiator — a strong focus on constructability rather than just design aesthetic. "We grew out of an architectural engineering program, and our architecture students take more structural engineering courses than most other programs," he says. "They go through the buildable aspects of the class — integrating all the ways the elements come together — not just fantasizing about how the project will look. This makes the student designs very strong. It's like separate instruments in the orchestra — our students can put all these instruments together and make beautiful music."

The combination of unique hands-on opportunities, a holistic curricular focus, and a distinctive making culture has created something Theodoropoulos calls the "Cal Poly Signature" of design: highly functional projects that are both intricately detailed and bold in their conception.

"It's not just the commitment to technical skills development," says Theodoropoulos. "The architecture faculty encourages students to experiment freely with form. The projects are daring — even fearless. Our students believe they can build anything, and then they convince you that they can."

By some estimates, Cal Poly graduates make up one in five practicing architects in California and a significant number nationwide. To put that in per-

The combination of hands-on opportunities, a holistic curriculum and a making culture has created something Theodoropoulos calls the "Cal Poly Signature": highly functional projects that are intricately detailed and bold in their conception.

spective, there are 10 schools with accredited architecture programs in the state and more than 120 across the country.

"In terms of numbers, our impact on the architecture profession is significant. Our graduates are getting into practice — they're everywhere," says Margot McDonald, head of the architecture program. "I hope that our strong presence in the industry raises the quality of the built environment — and not just aesthetically but also in terms of innovation and sustainability."

"We have so much potential to shape the future of the built environment by training the architects who go into the field and do the full spectrum of design work," she says. With such a large presence in the profession, McDonald hopes that the "Cal Poly Signature" will increasingly characterize the future of the industry.

Watch architecture students experiencing Learn by Doing online at www.magazine.calpoly.edu

AN EVENING OF GREEN & GOLD RETURNS

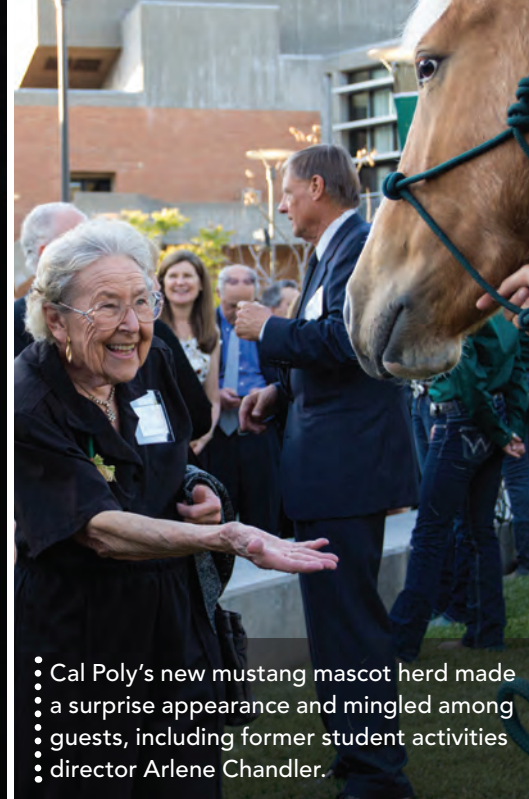
BY LARRY PEÑA

Cal Poly honored leading donors and volunteers at the second annual Evening of Green & Gold. The event featured a Student Showcase that highlighted examples of Learn by Doing in action, student performances, and messages of appreciation from President Jeffrey D. Armstrong and Vice President for University Advancement Deborah A. W. Read.

Guests even had a surprise opportunity to meet the mustangs of Cal Poly's new live mascot herd up close.

In his remarks to the group, President Armstrong described his vision for the Cal Poly of the future. He also announced an \$8 million gift to the College of Agriculture, Food & Environmental Sciences from alumnus James Boswell (Business Administration, '77) on behalf of the James G. Boswell Foundation.

"It's going to take all of us working together to accomplish our goals for the university," Armstrong told the guests. "Like our friend Jim Boswell, each and every one of you is here tonight because you have already made a commitment to the future of Cal Poly."



- Cal Poly's new mustang mascot herd made a surprise appearance and mingled among guests, including former student activities director Arlene Chandler.



- This student built robot roamed the Student Showcase interacting with guests.



- ASI President Jason Colombini, '14, and PolyReps President Ashlee Evonc, '14, served as emcees for the dinner program.



- The program included student performers, like the Cal Poly Swing Dance Club.



- Mechanical engineering student Kelsey Engel, '14, (second from left) met with some of the donors behind her scholarship from the Loyal Order of Propellerheads: Bill Swanson, '73, Dick Hartung, Paul Bonderson, '75, and Chuck Harrington, '81 (left to right).



- Grateful students lined the route between Chumash Auditorium and Mott Gym, holding up signs thanking guests for their support.



- President Armstrong introduced James Boswell and the \$8 million gift from the James G. Boswell Foundation.



- Vice President Read welcomed and thanked the attendees for their outstanding support over the past year.



Jamal Johnson, Maliik Love and Chris Eversley celebrate after winning the Big West Conference Championship.

PHOTO BY
JORDAN MURPH

Making HISTORY

Cal Poly Student Athletes Bring Home Championships

BY LARRY PEÑA

It was a year of historic firsts for Cal Poly's Mustang Athletics program. In March the men's basketball team made its first ever foray into the NCAA Division I tournament, and in May the baseball team hosted its first NCAA regional series capping a 47-win season.

Across the program, six teams — men's basketball, men's and women's cross country, women's soccer, men's tennis and baseball — won conference championships. And the athletic program overall earned its best score ever in the race for the Big West Conference Commissioner's Cup — an award that aggregates success across all sports.

For Cal Poly Athletics Director Don Oberhelman, the banner year is the result of a long trend toward excellence in Mustang Athletics — especially for the baseball team, which spent much of the season at the top of national ranking polls. "If you look at our record from year to year, if you follow the team closely, you shouldn't be surprised at how well we did," he says.

"We're not a flash in the pan," he adds. "We want to build slowly and stay there."

Baseball coach Larry Lee agrees that it has been a long and steady road. "We've been very competitive over the last several years and created a great culture within the program of hard work and great team chemistry," he says. "We've put ourselves in the upper tier of the Big West Conference, and it finally culminated in winning the Big West."

For basketball coach Joe Callero, this year's striking success is more closely tied to a few big changes this season. "We started off the year with a conscious decision to raise the bar, so we set up a tough preseason, playing in the biggest arenas against the biggest-name teams we could find," he said. That grueling preseason included some of the nation's top college teams, such as Arizona, Stanford and UCLA. "That got us to a point where we knew we could compete on a national level."



Callero also credits a strategic partnership with professors and students in Food Science & Nutrition — a program aimed at developing strategies to maximize players' long-term energy and improve recovery. "Having a healthy and energized and positive team is often underappreciated, because sometimes a big game can come down to one possession," he says.

Oberhelman sees momentum building all throughout the athletic program and is looking forward to similar success in the near future — especially for the women's teams. "Women's basketball will be a consistent competitor, and I think it's about to be a big year for volleyball," he says.

The softball team is another one to watch, he says. "In 2013 we had an 18-38 record," he says. "This past year we flipped the field to 38-18 and only lost the conference championship by a single game."

"At this rate, Mustang teams are very close to winning eight and nine championships in a year," he says.

Despite encouraging statistics and historic seasons, perhaps the biggest successes this year has been in terms of national stature and campus spirit. "We've always been known for our academic excellence and our Learn by Doing philosophy," says Cal Poly President Jeffrey D. Armstrong. "This is the year our Mustangs teams staked their claim on the national stage as well. Students, alumni and sports fans across the country know that we're here, and that we're here to win."

Mustangs pitcher Reed Reilly throws against Sacramento State in the NCAA Division I Regional Tournament.

AROUND CAMPUS

CAL POLY OPEN HOUSE 2014

PHOTOGRAPHY BY BRITTANY APP

See more photos from Open House
online at www.magazine.calpoly.edu

Braving the climbing facility at
the ASI Recreation Center



The agony and ecstasy of the
RoboRodentia competition



An entrant in the
annual Tractor Pull



The Student Design Village
architecture project



Youngsters have fun at the
Poly Royal Parade



The Mustang Band at the Poly
Royal Parade



The Chemistry Magic Show
wowed visitors



The Poly Royal Rodeo



Student orientation leaders at
the Poly Royal Parade



ROTC students showed
visitors the ABCs of fitness



Cal Poly music students performed
for the Open House crowds



President Armstrong met with prospective
students and their families



Mustang Baseball has produced more professional players than any other Cal Poly Athletics program

Poised for TRIUMPH

Cal Poly Baseball Prepares Its Players for Success On and Off the Field

BY SALLY TAYLOR PHOTOGRAPHY BY BRITTANY APP

Cal Poly Baseball's stellar performance this season — including winning its first Big West Championship, achieving its first-ever No. 1 national ranking in the Division I era, and playing in the NCAA Regionals — has certainly brought the team a new level of bragging rights.

But it's a program that already had plenty to brag about, not that its even-keeled coaches or players generally would. The team has racked up its share of All Big West and All American players, playoff berths and record-setting winning seasons.

Another measure of the program's success: It's produced more professional players than any other Cal Poly Athletics program.

Under Larry Lee, head coach for the last 12 years, 47 players have signed professional contracts. Over the last nine years, 12 have gone in the first five draft rounds.

This year, there are five former Mustangs in the major leagues — Casey Fien (Minnesota Twins), Brent Morel (Pittsburgh Pirates), Bud Norris (Baltimore Orioles), Evan Reed (Detroit Tigers) and Logan Schafer

(Milwaukee Brewers) — and 20 in the minor leagues. Garrett Olson played for the Orioles, Pirates, Seattle Mariners and New York Mets before becoming a free agent last year.

Cal Poly doesn't have the recruiting power to draw top young talent like a UCLA or Oregon. So what's behind the success? A measured approach to recruiting players who will be a good fit for the program, to start, plus a strong developmental program in which players can learn and hone their skills.

There's also a focus on preparing players mentally, as well as physically, to compete.

"Most professional organizations like to draft our players because they are mature," Lee said. "They are ready to compete and be successful at that level."

That focus is part of a deeper philosophy reflecting Cal Poly's approach of preparing students for success, whether it's in professional baseball or any other career.

"There were so many life lessons I learned traveling and playing in the Big West," Norris, a pitcher who played for the Mustangs from 2004-06, reflected while at Baggett Stadium for the alumni game in February. "It really helped me grow into the man I am today, and it prepared me for life after college."

Those life lessons are reinforced on and off the field. Players have to perform in the classroom as well as on the diamond, keep strict study hall hours, and meet the same demanding academic expectations of their non-athlete peers.

They're also responsible for helping maintain the school's baseball facilities, grooming the field, cleaning the locker room, and such. Through all this, Lee and his coaching staff work to instill traits such as sacrifice, discipline, hard work, self-motivation and accountability.

"Those are the lessons you are trying to teach, qualities that will help them become good community members, good husbands, good fathers," he said. "Bottom line, that's much more important than any wins and losses that will transpire in their time here."

As Brewers outfielder Schafer sees it, the Cal Poly baseball program "shapes you as a person before it does as a ball player."

"We have a lot of stuff that we learn when we're here, especially how to work together as a team and pick each other up," said Schafer, a Mustang in 2007 and

2008 who also played in the alumni game. "You learn how to be a better person regardless of what you end up doing in life."

That's critical, Athletic Director Don Oberhelman said, because all the players are going to go professional in something besides baseball eventually.

Oberhelman takes pride in what the program has achieved while still maintaining Cal Poly's rigorous academic standards.

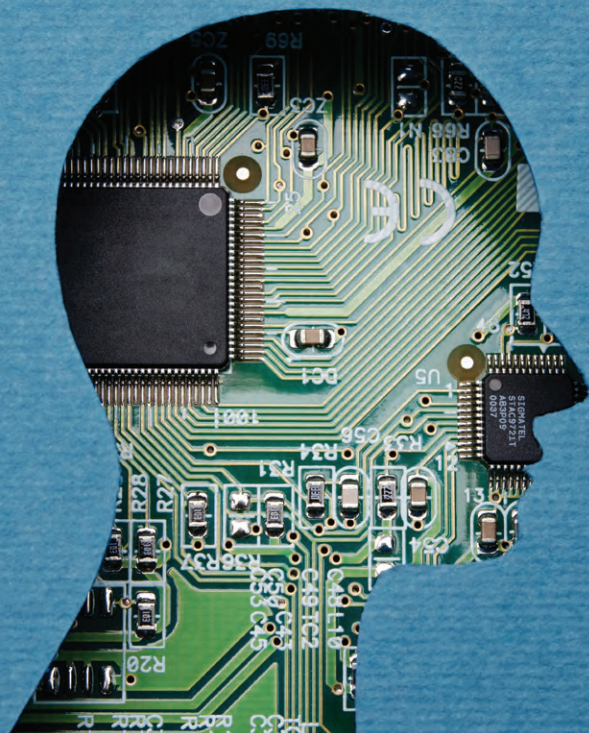
"There's the admission standards, the way they have to compete in the classroom, how seriously you have to take your education," he said. "We're proving that smart guys can play good baseball."

To him, Cal Poly Athletics programs are a great complement to the school's Learn By Doing ethos.

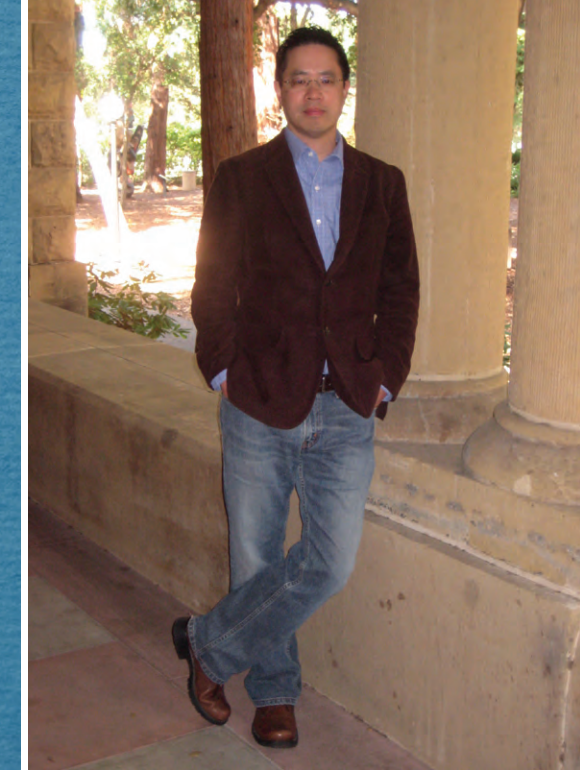
"Our student-athletes are out there in a hands-on learning lab of leadership, group dynamics, competition, work ethic and integrity," Oberhelman said. "The lessons they learn through the supplemental education of baseball and their professor, Coach Lee, are going to be keys to their success later in life."

Mustang student-athletes are expected to maintain excellence in the classroom as well as on the field





Patrick Lin: APPLYING PHILOSOPHY to PRACTICAL POLICY



CLA Professor Examines the Ethics of Emerging Technologies

BY JO ANN LLOYD

What do robots, human enhancement and cyberwar have in common? Patrick Lin.

The associate professor of philosophy and director of the Ethics + Emerging Sciences Group at Cal Poly is at the forefront of the rapidly expanding field that looks at the ethics of new technology.

Lin examines the ethics, law and policy of such futuristic technologies as autonomous cars, potentially steerable by advertisers without your prior knowledge, and soldier-controlled avatar-robots that do the fighting on the ground.

People are concerned about the effects technology such as artificial intelligence (A.I.) might have on the labor market. "Experts predict A.I. will take over many jobs, even those of professors and scientists," Lin said. "Looking at huge data sets, A.I. can detect patterns better than humans can. It has already discovered things scientists haven't."

Lin and his group ask: Will this be a good thing? What happens to the people? "We're something like the conscience of science and engineering, concerned

with where research is going, making sure we don't spiral down the wrong path. We are realists," Lin said. "We look at what science and technology can do — and what they can't do."

Lin recently returned from a week in Geneva, Switzerland, where he and other experts from a range of disciplines were convened by the United Nations Institute for Disarmament Research to look at various autonomous military systems. "We're examining not just drones of today, but future weapons systems that can 'think' on their own," Lin said. "In the future, some advanced weapons might be able to select their own targets, potentially a fundamental change in command and control."

Lin is also working with the International Committee of the Red Cross on how cyberwarfare might be a problem for international humanitarian law, which is concerned with protecting noncombatants and limiting destruction and suffering in war. That project is related to a recent \$500,000 grant he and colleagues received from the National Science Foundation.

Lin's professional involvement in the field began in 2002, but his interest in the subject started much earlier. "I was a curious kid who liked science and engineering but also cared about their impact on society, including the environment. Our research now tends to focus on life and liberty as the most urgent areas."

Those same values that some believe were compromised when it was revealed the National Security

Agency (NSA), engaged in spying of not just foreign targets but also domestic citizens by accessing data from technology providers such as Yahoo! and Google.

By looking at Amazon purchases, Facebook posts and Google searches, the NSA — or any agency — can gather a great deal of information about a person. "Big data" and the more limited "metadata," are potentially of great interest to agencies and advertisers who try to predict or piece together pictures of peoples' lives.

"That gets into privacy and surveillance issues," Lin said. "The NSA can watch your telephone activity. It says it isn't listening, but it can see who you are talking to and when. You can learn a lot about a person from his or her metadata. It's like looking at an envelope to see who sent it, where it's going, when it was sent. They don't need to see what's inside to make inferences."

New technologies are emerging, and their ramifications are fascinating, Lin said, if not frightening.

"Human enhancement technologies are here. Some U.S. Air Force pilots flying long missions are required to take amphetamines," Lin said. "It's illegal for everyone else. We should be asking: What are the health risks of amphetamines; of addiction? Are the pilots able to think clearly? Do enhancements take away their humanity?"

The unique intersection of the humanities and technology provides a natural springboard for Cal Poly's multidisciplinary approach to education. "Dr. Lin and his Ethics + Emerging Sciences Group were among the first

on campus to systematically explore this intersection," said Doug Epperson, dean of the College of Liberal Arts. "His interdisciplinary work was one of several outstanding models of what was possible within the College of Liberal Arts, stimulating the college to more actively develop curricular and scholarly collaborations at the broad intersection of science, technology and society."

Lin is also a visiting associate professor at Stanford University's School of Engineering and an affiliate scholar at Stanford Law School's Center for Internet and Society. On his sabbatical there for the 2013-14 ac-

The unique intersection of the humanities and technology provides a natural springboard for Cal Poly's multidisciplinary approach to education.

ademic year, he's provided ethics counsel to organizations such as the U.S. Department of Defense, National Institutes of Health, Google, Tesla, Nissan, Daimler and Benz Foundation, State Farm Insurance, and others.

As Lin integrates his research and experiences into the courses he teaches and projects that involve students, he is among Cal Poly's expert faculty that is helping the university live up to — and stand out with — its Learn by Doing philosophy.

Submit your class notes items online at www.calpolynews.calpoly.edu/class_notes_form.html and read the latest submissions in each new edition of Cal Poly Magazine.

College of Agriculture, Food & Environmental Sciences

60s James (Jim) Claude Hart (B.S., Poultry Husbandry, 1960; M.A., Education and Agriculture, 1965) began 22 years of teaching high school vocational agriculture in 1961, becoming state president of the California Agricultural Teachers Association in 1979-80. He was active for 20 years in production agriculture. In the winter of 1983, at age 45 and without any formal education or experience in the field, he began a 30-year career as a weekly and daily newspaper journalist. He recently retired at age 75 and is now devoting time to travel, physical activity, genealogy research and photography.

Michael C. Nicholls (B.S., Food Science, 1963) was appointed a member of the Sonoma County Economic Development board in January 2013. He also co-founded Access Sonoma Broadband, a group dedicated to improving broadband infrastructure and adoption rates in Sonoma County. He collaborates across county lines with associates in Mendocino County planning and developing a robust, affordable middle- and last-mile fiber project for rural residents in both counties.

Mike Sommers (B.S., Animal Science, 1967), a retired Texas agriculture science teacher, and **Jack Hamm Jr.** (B.S., Dairy Science, 1977) and **Patricia (Lima) Hamm** (B.S., Dairy Science, 1978), who

operate a dairy in Lodi, Calif., completed a 10-day farm tour of the Southern Brazilian state of Paraná. They visited dairies, livestock and crop farmers, agricultural research institutes, and the Iguazu-Itaipu Dam, which generates 17 percent of Brazil's electrical energy. They also received an extensive briefing from Paraná's State Federation of Agriculture.

80s Jeff Sean Gater (B.S., Natural Resources Management-Forestry, 1986) was recently promoted to the position of deputy fire chief of the San Luis Obispo City Fire Department, managing operations and training. He has been with the department since 1987 and has served as firefighter/paramedic, fire engineer, fire captain and battalion chief. Gater also served on the SLO County Urban Search & Rescue team. He lives in San Luis Obispo with his wife, Cindy, and two sons, Taylor and Andrew.

College of Architecture & Environmental Design

80s Charles J. McClain, AIA, (B.ARCH., 1985) has a newly released book, "Property Condition Assessment Handbook," intended to help real estate investors, property owners and building professionals establish engineering assessment programs so they can make informed investment decisions and determine the financial and operational viability of properties. McClain, a pioneer of the building evaluation field, runs McClain Consulting Services Inc. with his wife and son, Matthew. They reside in Altadena, Calif.

00s Thomas D. Will (B.S., Construction Management, 2009) married **Jennifer L. Hudson** (B.S., Biological Sciences, 2010), in March 2014. They met at Cal Poly in

2005. Will was active in the Associated Students of Construction Management Club and was vice president of Sigma Phi Epsilon. Hudson was a member of the Cal Poly Cheer Team and coached gymnastics at Performance Athletics in San Luis Obispo. They moved to San Francisco, where Will is working for Rosendin Electric, currently building two new high-rises. Hudson is getting her master's in gerontology while working as an emergency medical technician on a 911 ambulance and volunteering as a fitness instructor for a senior citizen center.

College of Engineering

70s David Caneer (B.S., Transportation Engineering, 1977), a senior supervising civil engineer with Parsons Brinckerhoff in San Francisco, was recognized as an American Society of Civil Engineers Fellow (F.ASCE). His election to F.ASCE is based on more than 36 years of service to the public and the civil engineering profession on more than 200 site development, transportation, and public works projects in California, Idaho, Washington, Utah, Oregon, Hawaii and Delaware.

Lori A. Blanc (B.S., Computer Science, 1993; M.S., Computer Science, 1995), a research scientist in the Department of Biological Sciences in the College of Science at Virginia Tech, received the university's 2014 Diggs Teaching Scholars Award, presented annually to up to three faculty members in recognition of exceptional contributions to the teaching program and learning environment.

College of Liberal Arts

70s Annette Lutnesky Perry (B.S., History, 1977) owns Le Librarian College Scholarship Resources & Coaching Services, which prepares high school

and college students to compete for scholarships. Students receive personalized reference services that find opportunities based on a variety of factors. She then coaches them through mock interviews, drills, practices and appearance. Her students have received as much as \$81,000. A professional librarian, she earned her master's in library and information science from San Jose State University in 1991.

90s Steffan Tubbs (B.S., Journalism, 1992) produced and directed the film "Life, Liberty & Resilience," accepted at this year's San Luis Obispo International Film Festival. Based on Tubbs' book by the same name, the film has also screened at the Unspoken Human Rights Film Festival, the Boston Film Festival, and the St. Louis International Film Festival. View the trailer and information about the accompanying book at www.steffantubbs.com.

Tim Williams (B.A., Journalism, 1996) is founder and CEO of Digital West Networks Inc. in San Luis Obispo. Digital West (www.digitalwest.net) is a data services provider, offering connectivity, colocation and cloud services to about 1,000 clients with customized infrastructure needs. Recently the San Luis Obispo City Council approved a partnership with Digital West to give downtown businesses access to high-speed fiber optic Internet offerings and provide redundant services to five public safety facilities. The partnership will benefit the city, Digital West and local businesses which will get better access to fast, reliable broadband service.

00s Karen Webb (B.S., Psychology, 2004) was elected equity partner at Fenwick & West LLP, providers of compre-

hensive legal services to technology and life sciences companies. Webb specializes in helping companies create, select, protect, expand and enforce brands and trademarks worldwide. A recognized expert in the social media space, her clients include Twitter, Facebook, Google, NVIDIA and Pinterest. She is active in the International Trademark Association and is a member of the Young Practitioners Committee. Webb holds a J.D. from Santa Clara University and an MBA from Santa Clara University's Leavey School of Business.

Ali Grant (B.S., Journalism, 2009) launched Be Social Public Relations, a full-service San Diego-based public relations and blogger management agency. She has been featured in national publications for her agency's campaigns. She was nominated as San Diego's Woman of the Year. Be Social has taken traditional public relations approaches with a strong focus on blogger relations, online influencers and digital initiatives. The firm recently opened a second office in Chicago to serve a growing East Coast clientele.

College of Science and Mathematics

60s Margaret J. Hartman (B.S., Biological Sciences, 1966), though retired, does part-time consulting. She is now living in Cambodia, serving as the first vice president for academic and student affairs at the American University of Phnom Penh on a one-year assignment.

Steven Dennis (B.S., Physics, 1968) worked for 44 years in the U.S. defense industry, including stints with the federal government, Hughes Aircraft Co. and Raytheon Co. His focus was in technical

interface with customers and business development, ending his career as vice president of business development for Thales-Raytheon Systems. Dennis is now retired with two grown kids and a beautiful wife of 33 years.

Orfalea College of Business

70s Frank DeJohn (B.S., Business Administration, 1971) was a winner in the 2013 Nicholl Fellowships in Screenwriting competition, sponsored by the Academy of Motion Picture Arts and Sciences. He co-wrote the screenplay "Legion." Winners of the Nicholl Fellowship receive a \$35,000 prize.

80s Rick Sample (B.S., Economics, 1981) and his wife of 30 years, **Julie (Archer) Sample** (B.S., Journalism, 1981), "returned to live the SLO life" when he accepted a position with Morgan Stanley as a financial advisor in San Luis Obispo. Rick is focusing on wealth management, wealth transfer and legacy planning. He is also mentoring young companies as a lead consultant at the SLO Hothouse and Cal Poly's Center for Innovation and Entrepreneurship. Julie is a professional artist "creating beautiful pieces with the picturesque Central Coast as a new palette in which to pursue."

00s Chad Taylor Neuschafer (B.S., Industrial Technology, 2009) competed on the Cal Poly Triathlon Team from 2006-09. He recently completed his first Ironman Triathlon in Cozumel, Mexico, with a finish time of 10:30. Neuschafer has been working at Rantec Power Systems Inc. since graduation.



Dream HOUSE

When HGTV wanted to create the ultimate mountain retreat, they went to Cal Poly alum David Bourke

BY SALLY TAYLOR

David Bourke has built a number of dream homes in his career as an architect in the mountains surrounding Lake Tahoe.

But this year he designed the Dream Home — the 2014 HGTV Dream Home, a modern mountain retreat the network awarded to a lucky viewer in April.

Bourke is no regular on television’s thriving home design scene — he sheepishly admits that he doesn’t even own a TV.

“I had to ask a friend if I could come over and watch the special showcasing the completed home,” he said. He hasn’t even seen the “Behind the Build” program in which he has some screen time.

But the opportunity came knocking when the show’s producer was scouting sites around Truckee for

this year’s installment of the series. He was struck by a fire station Bourke’s firm, Ward-Young Architecture and Planning, had designed. The producer contacted the firm and ended up hiring Bourke as his Dream Home architect.

Construction began just a few months later, in May, and finished in October, a fast build for the area. Considering the tight time frame, Bourke focused on creating simple forms that could be put together easily but creatively and then elevating them with elegant details.

“By pulling the two wings of the house apart and connecting them with the entry way, you create really great outdoor space,” Bourke said. “We created a pretty interesting house that had a very straightforward structural diagram to it.”

The house has been splashed on the cable network and its websites (HGTV.com and FrontDoor.Com) in a parade of shows, specials, photo galleries and tours, both virtual and in person. It has certainly gained Bourke and Ward-Young, where Bourke has worked for 20 years since graduating, some national exposure, though Bourke notes the firm is locally focused.

His portfolio includes a hotel, a Catholic Church and a number of notable residences, including one for the

CFO of Cisco Systems, all in the Truckee/Tahoe area.

But he is most proud of some of his environmentally conscious commercial projects: the first LEED-certified building in Truckee and the ranger station for the U.S. Forest Service’s Truckee district, which is LEED Gold certified and exceeds California’s energy efficiency standards by 60 percent.

Bourke has loved drawing since he was a kid growing up near Pasadena. His mom was artistic, and his dad was an astronautical engineer. Those influences led him to architecture early. He had already taken two years of drawing and two years of drafting in high school, and Cal Poly’s architecture program was the next natural step.

His early focus, however, was interrupted when he took his sophomore winter quarter off to go skiing in Tahoe. He didn’t come back for six years.

He did eventually get a job drafting for a local architect for a couple years and then decided to return to Cal Poly to finish his education.

That education, he now says, gave him what he needed to feel competent and confident in his career-to-come, in both the technical and design realms.

“Architecture school is all about Learn by Doing,” Bourke said. “You’re not writing papers; you’re actually producing things, pretty much from day one. So it was a pretty smooth transition from that into the real world.”

Bourke recalls one student project he worked on, a

camp in an idyllic site just off the coast north of Cambria. The project required balancing the aesthetics, the many functions it had to accommodate — sleeping, eating, congregating and other activities — and eco-friendly solutions for lighting, water, sewer, heating and cooling.

To succeed, the students needed to collaborate with technical, environmental and design professors in a holistic approach.

“One of the real strengths of Cal Poly is getting different disciplines working together,” Bourke said.

That holistic approach resonates in Bourke’s design philosophy today: that a building needs to fit where it is, both culturally and physically, that it needs to both fit nicely into the specific site and relate to the surrounding region.

Bourke, who is married with two teenage sons, also has a strong environmental ethic developed over years of backpacking, skiing, mountain biking, windsurfing and other outdoor pursuits. And he credits the strong technical education he gained at Cal Poly for teaching him how to translate those environmental sensibilities into his designs.

“Cal Poly taught me real ways to incorporate that into architecture,” Bourke said, “how to make it actually work.”



David Bourke, '95





President Armstrong presenting his Vision 2022 in a keynote speech May 2 in the Performing Arts Center's Christopher Cohan Center.

PHOTO BY CHRIS LESCHINSKY

All of these goals have one thing in common: they can only be achieved as we all come together for the good of the university and our students.

Sharing the VISION

This spring I gave a keynote presentation on the future of Cal Poly, outlining ways this university can grow according to our foundational principles — commitment to student success, the Learn by Doing philosophy, the comprehensive polytechnic model, and excellence through continuous improvement.

By 2022, we will have brought more of our students onto campus and created a more vibrant residential experience that will merge social life with an integrated, interdisciplinary, holistic education. We will have built a more diverse, welcoming community that values the unique contributions of each member and better reflects the wonderful diversity of our state.

We will have secured the financial future of the university in order to provide more resources and opportunities to our students and to better support our dedicated faculty and staff. And as we grow, our outstanding graduates and the ideas we develop here will have an increasing impact across California.

You can read more about the details of Vision 2022 at president.calpoly.edu/vision2022.

Some of the goals in this plan are easily within our grasp. Others are more bold and aspirational.

But all of these goals have one thing in common: they can only be achieved as we all come together for the good of the university and our students. Faculty, staff, alumni, supporters and, yes, even the students themselves all must renew their commitment to the principles that make Cal Poly a distinctive and highly effective learning community.

The Learn by Doing education is transformative. It creates graduates who are well equipped to handle the future's most pressing challenges. Because of this, Cal Poly has the power to transform our region, California, our nation and the world — but only if our whole community understands that an even brighter future is possible when we come together.

I want to congratulate the Class of 2014 as they commence life after graduation. Please remain connected to this community — future generations of Mustangs are counting on you!

Jeffrey D. Armstrong
— Jeffrey D. Armstrong, President

Watch President Armstrong's keynote on the future of Cal Poly online at president.calpoly.edu/vision2022



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