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**‘HE NEVER FORGOT WHERE HE
CAME FROM’:
A BIOGRAPHY OF PATRICK F.
CADIGAN**

WHEN PETER DRUCKER, the father of modern management theory, considered the value of any company, he treated its people as assets, not liabilities.

People, he said, are one of the most valuable resources that any company has, and their loss has an impact that goes far beyond any measurable price.

Patrick F. Cadigan brought that same philosophy to his Cadigan Communities, a company that he built over 40 years as one of the most successful private real estate investors in Orange County, Calif.

For Cadigan’s daughter Maria, her father’s view of employees, colleagues, and business associates aligned with Drucker’s, who was his friend and mentor at CGU.

“He felt exactly the same way,” she said. “It was really important to him to give people a platform to reach their professional and personal goals, and that came from his upbringing. He always valued people. He never forgot where he came from.”



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Humble Beginnings

Born in Stoneham, Massachusetts, the proud son of Irish immigrants, Cadigan embraced a philosophy of self-improvement and success that was inspired by several defining influences.

One of the earliest of these was his father, who served in the Irish Republican Army before immigrating to the United States in 1927. In Cambridge, Cadigan's father owned a restaurant and bar where his son worked. From his father Cadigan received a deep respect and appreciation of education that would later inspire his impressive academic career as well as a desire to give back to the institutions that shaped him.

Another decisive influence on the young Cadigan were the Jesuits, who taught him as a student at Boston College High School and Boston College, and who introduced him to "discipline and a sense of structure that was true all his life," his daughter said.

Cadigan graduated from Boston College in 1957 and worked at Sylvania Electronics in Waltham for five years before getting recruited by Electronic Engineering, which he built into an international business over 20 years.

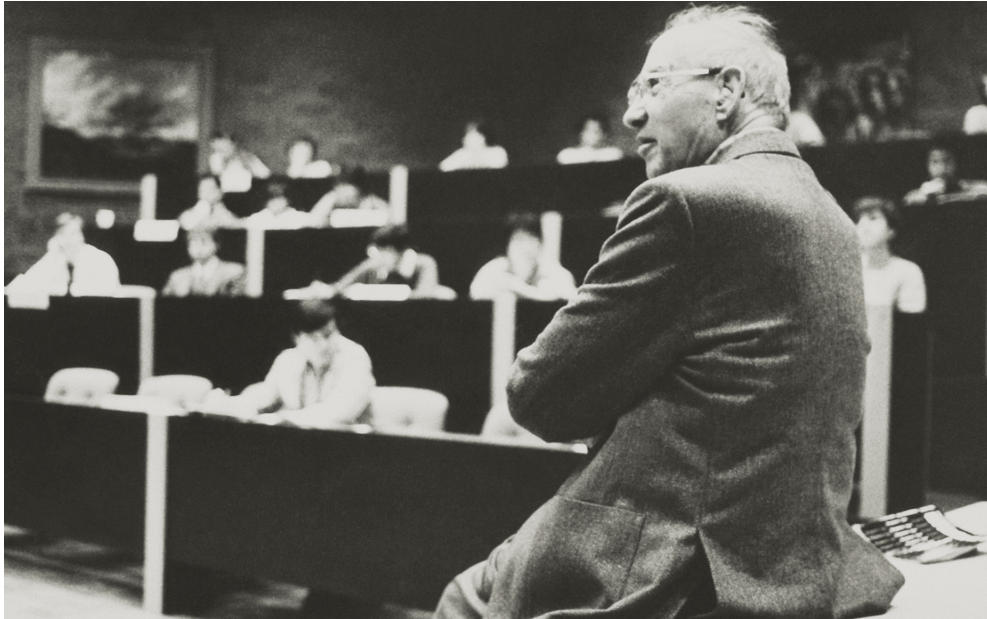
At the same time that Cadigan pursued professional success as a company executive, he took any leftover money from his paychecks and—rather than simply spend it on recreation and entertainment—used it to create a portfolio of real estate investments, starting with his first purchases of apartment buildings in 1969.

Over 40 years Cadigan became one of the most active, largest private investors in apartment properties exclusively in Orange County. He cut major deals without relying on outside funds or other partners and was highly regarded as "a savvy, unflinching investor who understood the importance of integrity and relationship-building in the deal-making process," said Jim McKenzie of Greenwood & McKenzie, a real estate investment and management firm that represented Cadigan. "Those qualities contributed to some of his biggest successes."

Among them are Cadigan's \$41 million acquisition of the 116-unit Terra at Tustin, and \$98 million for the 264-unit Nineteen01 in Santa Ana. Over 40 years Cadigan grew a portfolio in excess of 2,500 units with a value estimated at nearly \$1 billion. As a result of this success, Cadigan was able to support his alma maters with philanthropic investments including the new one for CGU.



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Drucker at CGU in the 1980s

Peter Drucker's Influence

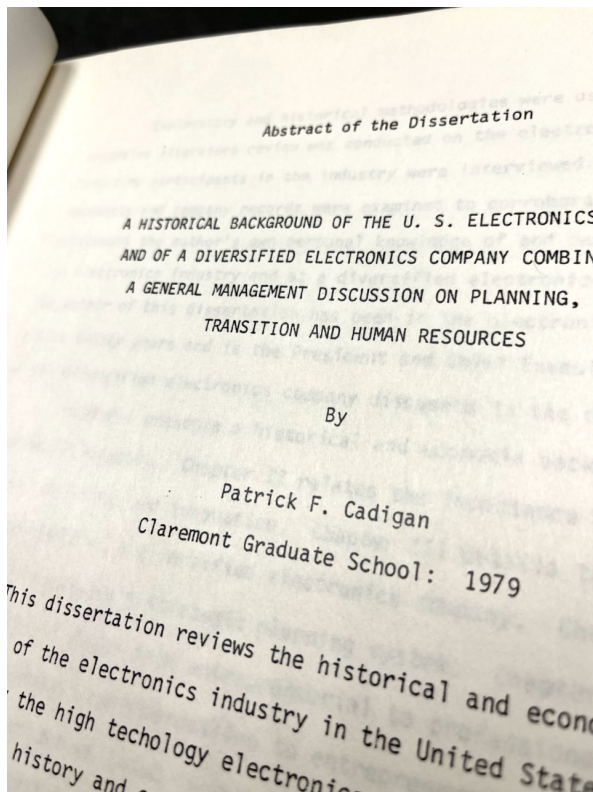
Another significant influence on Cadigan's life was Drucker, who was in his first decade as a member of what would become the Drucker School of Management when Cadigan was a graduate student there.

Along with his studies at Boston College and Boston and Harvard universities, Cadigan took two degrees at CGU—a master's and doctorate in management—while he continued to lead Electronic Engineering and build his real estate investment portfolio.

"He was drawn to CGU because of Peter Drucker. He wanted to study with him," Maria Cadigan said. "My father held him in such high esteem."

Drucker himself, Cadigan noted proudly, served as a member of his dissertation committee; the two developed a close and trusting relationship, according to Cadigan's friend and CGU classmate Udo Henseler.





“Pat was exceedingly proud of Claremont,” said Henseler, a retired executive. “Pat, already an accomplished executive, enhanced group discussions as well as the practical applications of the materials being discussed. We attended many classes together and all of Peter Drucker’s classes. Time and again Pat expressed his appreciation that studying with Peter Drucker made a difference to him.”

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*Front page of
Cadigan’s doctoral dissertation*

Paying It Forward: Patrick Cadigan’s Philanthropic Philosophy

Cadigan believed, as did Drucker, in the social responsibility of companies—that every company’s goal isn’t simply profits and shareholder dividends, but that each company has an obligation to support a functioning society with its success.

With that in mind, Cadigan supported a thriving team of employees at Cadigan Communities as well as giving back to the educational institutions that taught him. He saw the importance of supporting infrastructural improvements and creating learning spaces that enhance the intellectual experiences of students.

To that end, Cadigan has provided gifts to create academic buildings at Boston College High School, Boston College, Boston University, Harvard University, and now CGU.

Cadigan’s significant success in real estate helped him to realize what his father impressed in him all those years ago in Cambridge – that it’s important to show appreciation and gratitude for one’s success by giving back.



“Giving back was important for my father,” Maria Cadigan said. “He didn’t do it because he wanted to be acknowledged, he just did it because he knew it was important. And I think it made him happy to be able to take the fruits of his labor and to use them to benefit others.”

Maria Cadigan also noted her father’s passion for life and learning as well as his dedication to his family—wife Barbara, daughters Ann and Maria, and son David—which never wavered despite his incredibly crowded schedule.

Even when he was juggling graduate work, building a real estate portfolio, and running his tech firm, Maria Cadigan said that “my father was always at the dinner table every night and he was right there in the stands, at every sporting event and other activity that my siblings and I were involved in, cheering us on. Despite having such a busy life, my father was an extremely attentive parent. He always made time for us.”

A Legacy in Brick and Mortar

With his recent \$42 million gift to CGU, the university will create a special architectural space on campus devoted to innovation that brings together the arts with management. The joining of these fields reflects the university’s unique approach to transdisciplinary education, a philosophy that embraces a multitude of fields and disciplines in order to address the world’s complex challenges.

Though his final illness prevented him from visiting campus to see the future building’s location, his daughter took his place and walked the campus with CGU President Len Jessup and Vice President of External Relations Kristen Andersen-Daley.

She said it was very meaningful to walk in his footsteps and to see the places where he’d studied. She said he would be very pleased to know a building will rise up with his name on it across the street from the Drucker School, which bears his mentor’s name.

“Education is the foundation to whatever you want to be in this world,” Maria Cadigan said. “I feel so blessed that my father could give such a significant gift to a place like CGU so that many great minds will be able to collaborate and take what they learn into their professions. The impact of this gift will be infinite; it has the potential to affect many future generations.”

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