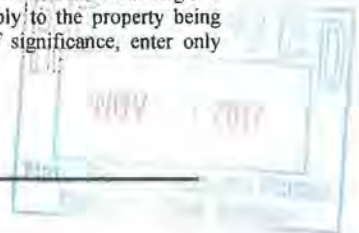


United States Department of the Interior
National Park Service

56-1890

National Register of Historic Places Registration Form

This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in National Register Bulletin, *How to Complete the National Register of Historic Places Registration Form*. If any item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, architectural classification, materials, and areas of significance, enter only categories and subcategories from the instructions.



1. Name of Property

Historic name: Drucker, Peter, House

Other names/site number: _____

Name of related multiple property listing:
N/A

(Enter "N/A" if property is not part of a multiple property listing)

2. Location

Street & number: 636 Wellesley Drive

City or town: Claremont State: California County: Los Angeles

Not For Publication: Vicinity:

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, as amended,


I hereby certify that this X nomination ___ request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set forth in 36 CFR Part 60.

In my opinion, the property X meets ___ does not meet the National Register Criteria. I recommend that this property be considered significant at the following level(s) of significance:

___ national ___ statewide X local

Applicable National Register Criteria:

___ A X B ___ C ___ D

		<u>10/31/17</u>
Jenan Saunders/Deputy State Historic Preservation Officer:		Date
<u>California State Office of Historic Preservation</u>		
State or Federal agency/bureau or Tribal Government		

In my opinion, the property ___ meets ___ does not meet the National Register criteria.	
Signature of commenting official:	Date
Title :	State or Federal agency/bureau or Tribal Government

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

4. National Park Service Certification

I hereby certify that this property is:

- entered in the National Register
- determined eligible for the National Register
- determined not eligible for the National Register
- removed from the National Register
- other (explain:) _____


Signature of the Keeper

12/18/2017
Date of Action

5. Classification

Ownership of Property

(Check as many boxes as apply.)

- Private:
- Public – Local
- Public – State
- Public – Federal

Category of Property

(Check only **one** box.)

- Building(s)
- District
- Site
- Structure
- Object

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

7. Description

Architectural Classification

(Enter categories from instructions.)

MODERN MOVEMENT/Ranch Style

Materials: (enter categories from instructions.)

Principal exterior materials of the property: Wood; Weatherboard

Narrative Description

(Describe the historic and current physical appearance and condition of the property. Describe contributing and noncontributing resources if applicable. Begin with a **summary paragraph** that briefly describes the general characteristics of the property, such as its location, type, style, method of construction, setting, size, and significant features. Indicate whether the property has historic integrity.)

Summary Paragraph

The Peter Drucker House with associated two-car garage was designed by Clair Earl & Associates in the Ranch style and was constructed in 1963. It is located in Claremont, approximately 35 miles northeast of downtown Los Angeles, and approximately 26 miles east of Pasadena. The postwar Towne Ranch neighborhood is a 116-acre subdivision consisting primarily of custom-built, one-story, Ranch style, single-family residences constructed in the 1950s and 1960s. The Drucker House stands at the center of its 0.28-acre parcel. The lot is flat, with mature trees and shrubs. The house is of wood frame construction with an L-shaped plan, and includes significant features of the Ranch style including low, horizontal massing with wide street façade, low-pitched gable-on-hip roof with open overhanging eaves, wood board-and-batten siding, and metal-framed sliding and casement windows. On the interior, there are significant features and spaces associated with Drucker's life and work, including his office and the enclosed patio where meetings with industry leaders took place. The house and garage have undergone minimal alterations since their occupancy by Peter Drucker and retain all the character defining features from that period. The residence retains integrity of location, design, setting, materials, workmanship, feeling, and association.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Narrative Description

The Drucker House is located on the south side of Wellesley Drive, between Lafayette Road and Oxford Avenue. The lot is bounded on the west, south, and east by single-family residences. The property is occupied by a one-story, single-family residence with a detached garage, constructed in 1963. The house is set back from the street behind mature trees and shrubs. The building is in the Ranch style. It is of wood frame construction with an L-shaped plan. The gable-on-hip roof has open, overhanging eaves and an interior stone chimney, and is clad in concrete tiles. The exterior walls are clad in wood board-and-batten siding and textured cement plaster. The primary entrance is recessed in the middle portion of the north façade, and consists of a recessed wood door accessed by a concrete path and stoop. There is a secondary entrance located at the northeast corner, which consists of a single wood door with louvered window, accessed by a concrete step from the driveway. Fenestration consists primarily of aluminum horizontal-sliding or casement windows, and wood frame plate glass windows. There is an oval pool and concrete patio accessed through a wood door with louvered glazing on the south façade, while fully glazed aluminum sliding doors provide access to a brick terrace from the south and east façades. A detached two-car garage, also built in 1963, is located at the southeast corner of the parcel, with a side-gabled roof clad in synthetic tiles, exterior walls clad in textured cement plaster, and a metal, overhead sectional door. The garage is accessed via an asphaltic concrete driveway and wood gate, and is separated from the back yard by a wood and chain link fence and gate.

The primary entrance opens to a small vestibule, beyond which are the living and dining areas, situated beneath an open ceiling and partially separated by a two-sided stone fireplace with vertical wood cladding above. A light shelf spans a soffit along the rooms' north wall, and six bookshelves occupy the space beneath the light shelf in the dining room, while closets with louvered wood doors occupy the space beneath the light shelf in the living room. Both rooms are carpeted. Bi-folding wood doors open from the living room to an enclosed patio, situated down two steps from the rest of the house. The enclosed patio features an open ceiling, vertical wood wall cladding, wood-framed fixed plate glass windows along the south and west walls, and tile flooring. There is a built-in wood bar at the room's northeast corner. A fully glazed aluminum sliding door at the southeast corner provides access to the brick terrace, while a wood door with louvered glazing at the southwest corner provides access to the pool and concrete patio.

To the west of the living room and patio is the bedroom wing. The master bedroom, situated at the southwest corner of the house, is accessed either by a door off the enclosed patio or through the hallway leading to the bedroom wing, accessed by a door off the living room. The master bedroom features two wardrobe/storage areas, and a bathroom with toilet, shower, and vanity. There are three more bedrooms, two to the west of the hallway, and one to the east. The bedroom at the northwest corner was used as an office by Peter Drucker. The office features two closets with wood accordion doors, a large fluorescent box light, and wall-mounted shelving. Also situated along the hallway are a mechanical closet; a bathroom with toilet, vanity, and tub/shower; and a linen closet.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

The galley-style kitchen is located east of the dining room. A nook at the south end of the kitchen features a fully glazed aluminum sliding door leading to the brick terrace. The floor is covered in linoleum, and there is a fluorescent light in the center of the room, synthetic countertops, and wood cabinets. The laundry room is accessed through a door at the north end of the kitchen, and features a continuation of the linoleum flooring from the kitchen and painted cabinets. A bathroom with toilet and vanity is located to the west of the laundry room. To the west of the kitchen is a sitting room, utilized as an office by Doris Drucker. It is accessed either by a passage off the kitchen or by a set of bi-folding wood doors from the entry vestibule.

Alterations

The Drucker house has undergone only minimal alteration since its original construction in 1963, and only one alteration following the occupancy of Peter Drucker. In 1965, prior to Drucker's occupancy, a family room was added to the house by enclosing the patio, and a swimming pool was added to the property. In 1985, Drucker replaced the wood shingle roofing on the house and detached garage with synthetic tiles. In 2007, two years after Drucker's death, 41 linear feet of existing sections of the block wall at the rear of the property were replaced.

Character Defining Features

The Drucker House retains significant exterior and interior character defining features from the period of its association with Peter Drucker, including:

- Enclosed patio
- Wood accordion closet doors
- Built-in bookshelves
- Open ceiling with exposed beams
- Two-sided stone fireplace
- Light shelf
- L-shaped plan
- One-story height
- Low, horizontal massing with wide street façade
- Low-pitched gable-on-hip roof with open overhanging eaves
- Stone chimney
- Wood board-and-batten siding
- Metal-framed sliding and casement windows
- Wood-framed fixed plate glass windows
- Relationship between indoor and outdoor spaces
- Interior configuration and spatial relationships
- Oval pool
- Mature landscaping
- Wood and chain link fence and gate

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Integrity

There have been minimal alterations to the Drucker House, and it retains all seven aspects of integrity from the period of its association with Peter Drucker.

Location: The house remains on its original site. It therefore retains integrity of location.

Design: The property has undergone minimal alterations since its occupancy by Peter Drucker and retains all the character defining features from that period, including the wood board-and-batten siding, the oval pool, the stone fireplace and chimney, the open ceiling with exposed beams, and the enclosed patio. It therefore retains integrity of design.

Setting: Features of the original setting are intact, including the relationship of the house with Wellesley Drive and with the other tract homes surrounding it. The neighborhood features curvilinear streets and cul-de-sacs, and few sidewalks. The Drucker House therefore retains integrity of setting.

Materials: The property has undergone minimal alterations since its occupancy by Peter Drucker and retains the materials from that period, including wood board-and-batten siding, metal horizontal-sliding windows, two-sided stone fireplace, enclosed patio, and oval pool. It therefore retains integrity of materials.

Workmanship: The property retains its historic features and materials, and therefore illustrates the aesthetic principles of the era during which it was constructed. It therefore retains integrity of workmanship.

Feeling: Because the property retains integrity of location, design, setting, materials, and workmanship, it continues to convey the aesthetic and historic sense of Peter Drucker's occupancy. It therefore retains integrity of feeling.

Association: Integrity of location, design, setting, materials, workmanship, and feeling combine to convey integrity of association. Because the property retains these aspects of integrity, it continues to convey its appearance and setting from the period of Peter Drucker's occupancy, and therefore retains integrity of association.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

8. Statement of Significance

Applicable National Register Criteria

(Mark "x" in one or more boxes for the criteria qualifying the property for National Register listing.)

- A. Property is associated with events that have made a significant contribution to the broad patterns of our history.
- B. Property is associated with the lives of persons significant in our past.
- C. Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.
- D. Property has yielded, or is likely to yield, information important in prehistory or history.

Criteria Considerations

(Mark "x" in all the boxes that apply.)

- A. Owned by a religious institution or used for religious purposes
- B. Removed from its original location
- C. A birthplace or grave
- D. A cemetery
- E. A reconstructed building, object, or structure
- F. A commemorative property
- G. Less than 50 years old or achieving significance within the past 50 years

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Areas of Significance

(Enter categories from instructions.)

COMMERCE

Period of Significance

1971-1995

Significant Dates

1971

Significant Person

(Complete only if Criterion B is marked above.)

Drucker, Peter Ferdinand

Cultural Affiliation

N/A

Architect/Builder

Clair Earl & Associates

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Statement of Significance Summary Paragraph (Provide a summary paragraph that includes level of significance, applicable criteria, justification for the period of significance, and any applicable criteria considerations.)

The Peter Drucker House is eligible at the local level of significance under Criterion B in the area of Commerce for its association with renowned management expert, advisor, author, and professor Peter Drucker, an internationally prominent figure in the business management field. The period of significance is 1971 to 1995, representing the date Peter and Doris Drucker moved into the house at 636 Wellesley Drive, until the end of what Drucker viewed as his most productive period. The Drucker House exhibits exceptional importance due to Drucker's significance in the management field, including his work as an influential advisor to some of America's largest organizations, including Intel, General Electric, Procter & Gamble, Girl Scouts of the USA, and the American Red Cross, as well as U.S. Presidents of both parties; as the author of 39 books and more than 1,500 articles that inspired business leaders worldwide; and as a professor at Claremont Graduate University, which named its school of management after him. The house played an integral role in Drucker's dealings with those who sought his managerial advice, and served as Drucker's office during his 31-year tenure at Claremont Graduate School (later Claremont Graduate University), his longest academic position. The house is the best property associated with Drucker's career and his significant contributions to the management field. He lived in Claremont during what he described as his most productive period, during which the Drucker School of Management at Claremont was established, 25 of his 39 books were written, and he authored an influential column in the *Wall Street Journal*. In a shift from his practice in New York, during this period Drucker requested that his clients come to Claremont to meet with him instead of him going to them, making the house the epicenter of his work. Peter Drucker's significance has been recognized by business and political leaders, and by the academic community. There is ample scholarly research and evaluation of Drucker's significance, and sufficient historical perspective that his groundbreaking work transformed the field of business management in the twentieth century. Drucker House meets Criteria Consideration G for properties that have achieved significance within the past 50 years.

Narrative Statement of Significance (Provide at least **one** paragraph for each area of significance.)

The Drucker House is eligible under Criterion B as the long-term residence of Peter Drucker (1909-2005). Described at his passing as "the man who invented management,"¹ and lauded as "the leading founder of the field of management, and the most influential management thinker in the second half of the twentieth century," Drucker was a prolific author, a legendary speaker and professor, a sought-after management consultant, and a self-titled "social ecologist."² He and his wife, Doris, moved to California from New York in 1971, when Drucker accepted a position as the Marie Rankin Clarke Professor of Social Science and Management at Claremont Graduate

¹ J.A. Byrne and L. Gerdes, "The Man Who Invented Management," *BusinessWeek*, November 27, 2005, <https://www.bloomberg.com/news/articles/2005-11-27/the-man-who-invented-management> (accessed July 2017).

² Jim Collins, "Foreword," *The Daily Drucker*, August 2004; Rick Wartzman, "About Peter F. Drucker," *Drucker: A Life in Pictures* (New York: McGraw-Hill, 2013), 157.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

School (later Claremont Graduate University), while also retaining his position as a Distinguished University Professor at New York University.³ Drucker's most productive years were those spent in Claremont. During his tenure there, he wrote 25 books and hundreds of articles, taught each semester, advised organizations large and small, and gave lectures around the world. From the time that he moved to Claremont until his death in 2005, Drucker used his Claremont home as his office, writing books, speeches, and articles there, as well as conducting meetings with corporate, nonprofit, and government leaders. Dispensing managerial advice through meetings, lectures, books, articles, and letters, Drucker wielded great influence from his Claremont home, altering the course of history at numerous businesses, government bodies, and nonprofit organizations nationwide. Drucker's work has been the subject of scholarly analysis, providing historical perspective on his contributions to the field of management. This academic perspective is complemented by the views of Drucker's clients recorded in interviews and articles that illuminate the magnitude of Drucker's influence throughout his career.

Drucker's work is widely recognized for transforming business management in the twentieth century. A self-proclaimed bystander, Drucker viewed management issues with a fresh perspective and presented common-sense solutions, inspiring organizations to make client- and employee-focused changes to serve their clients effectively, maintain happy employees, and, ultimately, streamline their businesses. Forward thinking yet couched in history, "most of Drucker's advice [did] not take [...] years to understand."⁴ Most clients immediately implemented the ideas discussed during their various meetings, telephone conversations, and correspondence with the management expert. They saw results quickly, clearly demonstrating Drucker's effectiveness as a management consultant and his significance in the field. Drucker is described as "one of the pioneers who wedded business and enterprise to social relevance and impact. His writings gave leaders over three generations the prose to identify the poetry behind socially relevant work."⁵

Peter Drucker

Born in Vienna, Austria in 1909, management expert Peter Ferdinand Drucker grew up attending his parents' evening salons with economists, politicians, musicians, writers, and scientists. There, he absorbed so much knowledge that he viewed these experiences as his true education. After finishing high school at age 17 and eager to join the workforce, Drucker left Vienna to work for an export firm in Hamburg, Germany. While there, he continued his education, taking night classes at Hamburg University, and ultimately earning a doctorate in international law from Frankfurt University in 1931.⁶ While a student at Frankfurt University, Drucker began working

³ Peter F. Drucker, letter to Jim and Millie (last name unknown), July 25, 1972, In *Drucker: A Life in Pictures* (New York: McGraw-Hill, 2013), 130-131. Though Drucker retained his position at NYU, he did not maintain a permanent residence in New York after 1971.

⁴ Jack Beatty, *The World According to Drucker* (New York: The Free Press, 1998), 182.

⁵ Frontline, "Money, Power and Wall Street: Part One," Season 30 Episode 11, original airdate April 24, 2012. Available online: <http://www.pbs.org/video/frontline-money-power-and-wall-street-part-one/> (accessed August 22, 2017).

⁶ Jack Beatty, "The Education of Peter Drucker," *The Atlantic*, December 2005.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

as a journalist for *Der Frankfurter General-Anzeiger*, Frankfurt's largest daily newspaper.⁷

After witnessing the Nazis' rise to power in Germany, Drucker concluded that "responsible management is the alternative to tyranny."⁸ Drucker left Germany for England, where he reconnected with Doris Schmitz, whom he had initially met during his time at Frankfurt University. Doris, who had studied economics and international law in Europe, and worked at the League of Nations in The Hague in the 1930s, had moved to London to escape the spread of Nazism. They married in 1934.⁹ The same year, Drucker applied for a program designed to help displaced German scholars find academic positions in the United States. Unfortunately, Frankfurt University denied any knowledge of him, and Drucker was rejected. In 1936, the Nazi government banned and burned his text *The Jewish Question in Germany* (1936) and his monograph on philosopher Friedrich Julius Stahl (1933). The following year, Drucker and his wife immigrated to the United States, where he worked as a journalist, writing for the *London Financial Times*, *Harper's*, *The Washington Post*, and several European newspapers.

Two years after moving to the United States, Drucker produced his first major work, *The End of Economic Man: The Origins of Totalitarianism*. The book, which interpreted fascism and Nazism as fundamental revolutions, focused on the breakdown of the social and political structure of Europe culminating in the rise of Nazi totalitarianism. The text discussed not only what could have been done to prevent the rise of Nazism, but also how other such upheavals could be averted. The book earned praise from Winston Churchill, who observed in his review that "Mr. Drucker is one of those writers to whom almost anything can be forgiven because he not only has a mind of his own, but has the gift of starting other minds along a stimulating line of thought."¹⁰ In fact, Churchill so valued the book that, after he became Prime Minister, he included it in the book kit given to each graduate of Britain's Officer Candidate School.¹¹ *The New York Times* noted that Drucker brought a "remarkable vision and freshness" to the understanding of fascism. Following widespread praise of his book, Drucker became a sought-after speaker. The book, along with articles he wrote for *Harper's* and *The New Republic*, caught the eye of the United States government as the country prepared to enter World War II, and earned Drucker a job teaching economics at Sarah Lawrence College in Bronxville, New York (1939-1942).

In 1943, Drucker's consulting career got a boost when General Motors invited him to study its structure and policies, and agreed to let him publish his findings. *The Concept of the*

⁷ Elizabeth Matsangou, "A history of Peter Drucker and his impact on management theory," *European CEO*, December 3, 2015, <http://www.europeanceo.com/business-and-management/a-history-of-peter-drucker-and-his-impact-on-management-theory/> (accessed May 2017).

⁸ Rick Wartzman, "The Immigrant," *Drucker: A Life in Pictures* (New York: McGraw-Hill, 2013), 15.

⁹ Doris Drucker (1911-2015) went on to pursue a master's degree in physics from Farleigh Dickinson University in Teaneck, New Jersey, wrote a critically-acclaimed memoir (*Invent Radium or I'll Pull Your Hair*, 2004) and invented the Visivox, a battery-powered device, equipped with a microphone and colored lights, which gave hearing impaired people a visual representation of how loudly they were speaking. She and Drucker had four children.

¹⁰ Winston Churchill, "Review of 'The End of Economic Man,'" Drucker Society of Austria, <http://www.druckersociety.at/index.php/peterdruckerhome/commentaries/winston-churchill> (accessed July 2017).

¹¹ Beatty, "The Education of Peter Drucker."

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Corporation, published in 1946, was the first management profile of its kind, and laid “the foundations of management as a scientific discipline.”¹² Despite General Motors’ and Drucker’s low expectations, *The Concept of the Corporation* “became an overnight sensation.”¹³ The text focused on social issues far beyond General Motors’ immediate operating challenges in the 1940s. Drucker steadfastly defended the need for businesses to be profitable, and preached that employees were a resource, not a cost.¹⁴

By the mid-1940s, Drucker was also: the author of *The Future of Industrial Man* (1942), in which he noted that industrialized states had been transformed into a “society of organizations” in the twentieth century;¹⁵ an instructor of political science and philosophy at Bennington College in Vermont (1942-1950); a contributor to several periodicals including *Journal of Commerce*, *Harper’s*, *The New Republic*, *The Washington Post*, *Asia*, and *Virginia Quarterly Review*; and a financial correspondent to *The Financial News of London*, *The Glasgow Herald*, and other British newspapers. He became an American citizen in 1943. He taught management at New York University’s Stern School of Management for 21 years (1950-1971), and concurrently taught part-time as a Visiting Professor at the University of Pennsylvania’s Wharton School (then the Wharton School of Finance and Commerce) for ten years. In 1971, Drucker was named the Marie Rankin Clarke Professor of Social Science and Management at Claremont Graduate University (then Claremont Graduate School), where he remained for 31 years—his longest academic tenure.¹⁶ Between 1975 and 1995, Drucker wrote an influential monthly column for the *Wall Street Journal*.¹⁷

The Concept of the Corporation made Drucker a highly sought-after management consultant, and his subsequent management texts drew in yet more clients. Through his books, articles, and lectures, Drucker influenced business leaders around the world. General Motors was Drucker’s first “big client. After that they came in fair number.”¹⁸ Clients included several branches of the United States government, General Electric (GE), Sears & Roebuck, IBM, Intel, Coca-Cola, and Procter & Gamble. Several consulting clients, including Jack Welch, CEO of GE from 1981 to 2001, first began by reading Drucker’s books and implementing the advice dispensed in that form, and later sought personal counsel on matters specific to their industries. Several asked for advice via letter and received it in the same fashion. Still more business leaders were influenced purely by Drucker’s published works and lectures, and were never personally advised by Drucker. “As a teacher, consultant, and mentor, he played a key role in more [business] decisions

¹² “How Drucker ‘invented’ management at GM,” Drucker Society of Austria, http://www.druckersociety.at/index.php?option=com_content&view=article&id=50&Itemid=40 (accessed July 2017).

¹³ Barnaby J. Feder, “Peter F. Drucker, a Pioneer in Social and Management Theory, is Dead at 95,” *The New York Times*, November 12, 2005.

¹⁴ Feder, “Peter F. Drucker.”

¹⁵ “How Drucker ‘invented’ management at GM,” Drucker Society of Austria.

¹⁶ Drucker retired from teaching in 2002, though he continued to lecture at Claremont Graduate University several times a year.

¹⁷ Beatty, *The World According to Drucker*, 19.

¹⁸ John J. Tarrant, *Drucker: The Man Who Invented The Corporate Society* (Boston: Cahnerns Books, 1976), 128.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

than do most CEOs in a lifetime.”¹⁹ By 1976, Drucker, “by far the best-known individual management consultant in the history of the profession,” traveled only to continue his “international governmental practice.” Otherwise, business clients traveled to Drucker’s Claremont house to meet with him.²⁰

Those who sought Drucker’s counsel were impressed by his vast breadth of knowledge. Drucker noted episodes in history relevant to the subject at hand, discussed the lessons to be learned from these events, and used them to propose solutions based on the management question raised.²¹ His ability to draw connections between disciplines and suggest business and management solutions based on these associations was widely respected, and he became the “eminent business consultant in America.”²² Southern Pipe & Supply Chairman Marty Davidson noted, “If there wasn’t a Peter Drucker, the performance of American business wouldn’t be as good.”²³ John Bachmann, Managing Partner of Edward Jones, believed that no other management thinker possessed the comprehensive point of view that Drucker espoused, and that Drucker was “the single most important thinker, and writer and observer of organizations, and of management.”²⁴

To his clients, Drucker seemed nearly capable of predicting the future. “Drucker discerned some of the major trends and events of the twentieth century before almost anyone else spotted them: the Hitler-Stalin pact, Japan’s impending rise to economic power, the shift from manufacturing to knowledge work, the increasing importance of the service sector, the fall of the Soviet Union.”²⁵ He was “considered a management visionary for his recognition that dedicated employees are key to the success of any corporation, and that marketing and innovation should come before worries about finances.”²⁶ Former Intel Corporation Chairman Andy Grove observed that Drucker’s “ability to explain his principles in plain language helped them resonate with ordinary managers.”²⁷ Drucker’s emphasis on the idea of management as a liberal art, requiring knowledge not only of management but of other disciplines (e.g. history, theology and psychology), inspired managers to bring an interdisciplinary approach to their management challenges. His ability to “see around corners,” to look at world events and discern future trends not understandable to the casual observer, impressed and benefitted leaders of governments, social movements, nonprofit organizations, and national and multinational businesses alike.²⁸

Drucker challenged business and labor leaders to search for ways to give workers more control over their work environment, and argued that governments should turn many functions over to private enterprise. He urged organizing in teams to exploit the rise of a technology-astute class of

¹⁹ Jeffrey A. Krames, *Inside Drucker’s Brain* (New York: The Penguin Group, 2008), 206.

²⁰ Tarrant, *Drucker: The Man Who Invented The Corporate Society*, 119.

²¹ John McNeice, telephone interview by Amy Donnelly, August 31, 1999, transcript.

²² Marty Davidson, interview by Amy Donnelly, August 10, 1999, transcript.

²³ Marty Davidson, interview by Amy Donnelly.

²⁴ John Bachmann, telephone interview by Amy Donnelly, August 30, 1999, transcript.

²⁵ Wartzman, “Introduction,” *Drucker: A Life in Pictures*, vii.

²⁶ Alex Viega, “Management Guru Peter Drucker, 95, Dies,” *The Associated Press*, November 12, 2005.

²⁷ Viega, “Management Guru Peter Drucker.”

²⁸ Marty Davidson, interview by Amy Donnelly.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

"knowledge workers," a term he coined in 1959.²⁹ His view that big business and nonprofit enterprises were the defining innovation of the twentieth century led him to pioneering social and management theories, including the idea of strategic abandonment.³⁰ Routinely, Drucker asked clients, "If you weren't already in this business, would you enter it today? And if the answer is no, what are you going to do about it?"³¹ GE CEO Jack Welch responded to this question by modifying, selling, or closing any business in which GE was not either number one or number two in its market. This proved to be a tremendously successful strategy for the company.³² In 1981, Drucker influenced Edward Jones to rethink its growth strategy—rather than simply expanding into rural and small-town markets, Drucker urged the investment firm to focus on customer service and no-frills investments regardless of location. Edward Jones followed this advice, and defined their clients by mindset, not by geography.³³ Drucker also influenced the firm's aggressive targeting of metropolitan areas for expansion of its branch-office network. Within five years, the firm added 700 branch offices, for a total of 1,000 offices established since its founding in 1922 (an increase of 233% between 1981 and 1986).³⁴ After each consulting session, Drucker would say to his clients, "Don't tell me you had a wonderful meeting with me. Tell me what you're going to do on Monday that's different."³⁵

Drucker's economic and social predictions were intended to encourage businesses and social groups to organize in ways that would promote human dignity and inoculate society against political and economic chaos. To that end, Drucker consulted *pro bono* for numerous nonprofit organizations. "Churches, universities and other schools, health and community services, charitable and service groups—even the Girl Scouts—all became enthusiastic Drucker clients."³⁶ He continued to advise for-profit companies to great effect, counseling corporations such as ServiceMaster, Edward Jones, General Motors, and Young & Rubicam. Additionally, Drucker "spent five decades working behind the scenes helping to make GE one of the most admired and emulated companies in the world."³⁷ These clients, nonprofit and for-profit alike, met with Drucker in his Claremont home, typically spending hours in the enclosed patio area engaged in a lively discourse about their business strategies and ideals.

Passionate about aiding nonprofit organizations, Drucker founded the Peter Drucker Foundation for Non-Profit Management in 1990 to bring together business and social leaders so that they might learn management strategies from each other.³⁸ Drucker saw volunteering as a way for companies to develop their employees. He viewed nonprofits as "the places where the knowledge worker [...] can actually discover who he is and can actually learn to manage himself

²⁹ Feder, "Peter F. Drucker."

³⁰ Feder, "Peter F. Drucker."

³¹ Wartzman, "The Business Consultant," *Drucker: A Life in Pictures*, 63.

³² Wartzman, "The Business Consultant," *Drucker: A Life in Pictures*, 63.

³³ Wartzman, "The Business Consultant," *Drucker: A Life in Pictures*, 68.

³⁴ "Edward Jones History," Edward Jones, <https://www.edwardjones.com/about/history.html> (accessed July 2017).

³⁵ Wartzman, "The Business Consultant," *Drucker: A Life in Pictures*, 64.

³⁶ Krames, *Inside Drucker's Brain*, 43.

³⁷ Krames, *Inside Drucker's Brain*, 239.

³⁸ The foundation has since been renamed the Frances Hesselbein Leadership Institute.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

or herself.”³⁹ He believed that nonprofits were essential not only for what they did for the intended recipients of their services, but also because of the sense of fulfillment that performing these services brought to their volunteers.

Reflecting on his career in the late 1990s, Drucker noted that the twenty years during which he wrote for the *Wall Street Journal* (1975-1995) was “the period of [his] greatest productivity.”⁴⁰ Drucker moved from New York to Claremont “to be able to work more. New York’s distractions interfered with work.”⁴¹ He was able to consult more in Claremont than he did on the east coast, noting, “The only difference is that I do my consulting in Claremont. My clients come here.”⁴² Drucker also taught more in Claremont than he had in New York.⁴³ Along with writing the *Wall Street Journal* column, consulting, guest lecturing, and teaching, during the twenty-year span between 1975 and 1995 he published 16 of his 39 published books (including two novels), and wrote 21 papers between 3,500 and 6,500 words each: eight for the *Harvard Business Review*; three each for *The Public Interest* and *The Atlantic Monthly*; two each for *Foreign Affairs* and *The Economist*; and one each for *New Perspectives, Inc.*, *Forbes*, and *Esquire*.⁴⁴

Anecdotes about Drucker often mention his Claremont home. Drucker’s client meetings “always took place in a back addition, which had once been a patio, past the hallway with its olive-colored pile carpeting and tan walls.”⁴⁵ Jack Beatty, author of *The World According to Peter Drucker*, noted that “anyone who has been to [Drucker’s] home and [has seen] how he lives—he’s a man who lives for his mental and intellectual satisfactions, not for money.”⁴⁶ Journalist, entrepreneur, and *Forbes* magazine publisher Rich Karlgaard remarked that “all who visited Drucker have brought up the house. One would walk up and down Wellesley Drive in a state of confusion, wondering if the small house at 636, with the two Toyotas in the driveway, could really belong to Drucker. This couldn’t be where Drucker advised the leaders of Procter & Gamble, GE and IBM, among others; wrote his books; crafted his speeches; and strengthened the pillars of Western civilization.”⁴⁷

Indeed, the house played a significant part in Drucker’s dealings with high-ranking businesspeople, government leaders, and others who sought his managerial advice. It was where Drucker prepared for his classes at Claremont Graduate University—where he taught for 31 years—the longest of any of his academic appointments; where he advised leaders of such organizations as the Cleveland Indians, BANK ONE, Intel, Southern Pipe & Supply, and the National Farm Workers Association; and where he wrote 25 of his 39 published books. In 1973, working from the house, Drucker wrote his magnum opus, *Management: Tasks, Responsibilities, Practices*. This book became the playbook for generations of corporate executives, nonprofit

³⁹ Wartzman, “The Social-Sector Advisor,” *Drucker: A Life in Pictures*, 102.

⁴⁰ Beatty, *The World According to Drucker*, 19-20.

⁴¹ Peter F. Drucker, letter to Morton L. Mandel, September 15, 1975, Drucker Archives Digital Collections.

⁴² Drucker, letter to Morton L. Mandel.

⁴³ Drucker, letter to Morton L. Mandel.

⁴⁴ Beatty, *The World According to Drucker*, 19-20.

⁴⁵ Rich Karlgaard, “Peter Drucker and Me,” *Forbes*, March 26, 2014.

⁴⁶ Jack Beatty, interview by an unidentified representative of the Drucker Institute, September 13, 2002, video.

⁴⁷ Karlgaard, “Peter Drucker and Me.”

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

managers, and government leaders.⁴⁸ Invariably described as humble or modest, Drucker's Claremont home functioned as his office, the place from which much of his managerial wisdom, both verbal and written, was dispensed from 1971 until his death in 2005.

Drucker's management techniques were widely influential, impacting an astonishing range of organizations that includes both the National Farm Workers Association and General Motors, Intel and the United States government. Former U.S. Speaker of the House Newt Gingrich argued that Drucker was "purely and simply the most important developer of effective management and of effective policy in the 20th century."⁴⁹ He was "revered as the father of modern management for his numerous books and articles stressing innovation, entrepreneurship and strategies for dealing with a changing world."⁵⁰

According to *The Economist*, Drucker was "the most enduring guru of them all."⁵¹ His books have sold millions of copies, and have been translated into dozens of languages.⁵² Jack Beatty, Senior Editor of *The Atlantic*, said of Drucker that, "Probably no *writer* of the second half of the twentieth century has had more influence for the good."⁵³ Rooted in the "human-relations school of management—along with Douglas McGregor and Warren Bennis," which focused on the human aspect of business, Drucker sympathized both with managers and the employees they managed. He pioneered the idea of the corporation as a social institution.⁵⁴ Throughout his work, Drucker called for balance between short-term needs and long-term sustainability, between profitability and other obligations, between organizations' goals and the common good, and between freedom and responsibility.

Through his consulting work, Drucker learned about such enterprises as automotive production, major league baseball, megachurch development, banking, and government. Management was not Drucker's only interest, however. In addition to his numerous books, articles, videos, courses, and lectures on management, Drucker wrote several books and articles on society, marketing, economics, and politics; he also co-authored a book on Japanese painting (1979);⁵⁵ and wrote two novels, *The Last of All Possible Worlds* (1982) and *The Temptation to Do Good* (1984). "In his writing, [Drucker] bridged management as well as social and behavioral science, clearly demonstrating that no management problem can be addressed effectively from the narrow

⁴⁸ "Drucker's Career Timeline and Bibliography," Drucker Institute, <http://www.druckerinstitute.com/peter-druckers-life-and-legacy/druckers-career-timeline-and-bibliography/> (accessed July 2017). This text influenced generations of managers, and also inspired the 2009 novel, *What If the Manageress of a High School Baseball Team read Drucker's "Management"?* by Natsumi Iwasaki, which was adapted into a *manga* (2011-present), *anime* television series (2011), and live-action film (2011).

⁴⁹ Viega, "Management Guru Peter Drucker."

⁵⁰ Viega, "Management Guru Peter Drucker."

⁵¹ "Guru: Peter Drucker," *The Economist*, October 17, 2008, <http://www.economist.com/node/12429448> (accessed July 2017).

⁵² Beatty, "The Education of Peter Drucker."

⁵³ Beatty, "The Education of Peter Drucker."

⁵⁴ "Guru: Peter Drucker," *The Economist*.

⁵⁵ Bradley Jacobs noted that Peter Drucker was "one of the leading authorities in Japanese Art." Source: Bradley Jacobs, interview by Amy Donnelly, August 23, 1999, transcript.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

confines of a single discipline.”⁵⁶

Drucker was awarded numerous honors, both during his lifetime and posthumously. These included several honorary degrees from universities around the world. In 1968, he was awarded New York University’s top honor, the Presidential Citation. In 1987, Claremont Graduate University named its school of management in Drucker’s honor. The Peter F. Drucker Archives and Research Library were inaugurated on May 15, 1998. The project was funded in part by contributions from ServiceMaster and Robert Buford, and grants from the Ewing Marion Kauffman Foundation and the GE Fund. Advisory board members included John Bachmann, managing principal of Edward Jones; Jack Beatty, senior editor of *Atlantic Monthly*; Robert Lenzner, senior editor of *Forbes*; and Michael Roth, Director, Scholars & Seminars, of the Getty Research Institute for the History of Art and the Humanities.⁵⁷

Drucker was inducted into Edward Jones’ Corporate Hall of Fame, and received the BANK ONE Visionary Award in 1999. In 2002, President George W. Bush conferred on Drucker the Presidential Medal of Freedom, the highest civilian award in the United States.⁵⁸ At the ceremony, President Bush honored Drucker as “the world’s foremost pioneer of management theory.”⁵⁹ In 2004, Drucker’s final article, “What Makes an Effective Executive,” won the prestigious McKinsey award for the best article to appear that year in *Harvard Business Review*.⁶⁰ In 2006, Bright China Management Institute in Central Hong Kong was renamed the Peter F. Drucker Academy. In 2010, five years after Drucker’s death, the Peter Drucker Society of Austria and the Peter Drucker Society Europe began the Global Peter Drucker Forum, an annual management conference held in Vienna, Austria, in Drucker’s honor. In 2015, the Drucker Institute purchased the Drucker House, and preserved it as a private house museum honoring Peter Drucker’s legacy of management and leadership. Drucker’s legacy lives on at the Drucker Institute, which operates the Drucker Archives and management programs in each sector of society, all in service of its mission of strengthening organizations to strengthen society.

Conclusion

The Drucker House is significant for its association with the life and work of renowned management guru Peter Drucker. The property has undergone minimal alterations since its occupancy by Peter Drucker and retains all the character defining features from that period. Though the Drucker House was originally constructed more than fifty years ago, it has achieved significance in the last fifty years. The house is associated with Peter Drucker beginning in 1971, when he moved to Claremont to teach management at Claremont Graduate University. The property was associated with Drucker’s most productive period, which lasted from 1975 to 1995.

⁵⁶ “Farewell, Peter Drucker,” *Knowledge@Wharton*.

⁵⁷ “Program from the inauguration of the Peter F. Drucker Archives and Research Library,” May 15, 1998, Drucker Archives Digital Collections.

⁵⁸ United States House of Representatives, “Peter Drucker,” *Congressional Record - House*, November 15, 2005, H10165.

⁵⁹ Quoted in “Drucker’s Career Timeline and Bibliography.”

⁶⁰ “Guru: Peter Drucker,” *The Economist*.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

The house at 636 Wellesley Drive in Claremont was Drucker's home for 34 years, where he prepared for his classes at Claremont Graduate University, the longest of any of his academic appointments; where he met with leaders from such organizations as Intel, the National Farm Workers Association, and the American Red Cross; and where he wrote 25 of his 39 published books, hundreds of articles, and numerous speeches. In 2015, the Drucker Institute, Drucker's namesake management institute at Claremont Graduate University, purchased the home from the heirs of Doris Drucker, and preserved it as a house museum honoring Drucker's legacy. The Drucker House is exceptionally important as the longtime home of Peter Drucker, widely hailed as "the leading founder of the field of management, the most influential management thinker in the second half of the twentieth century," a preeminent advisor in the management field, a prolific author, and a renowned professor. It therefore meets Criterion Consideration G.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

9. Major Bibliographical References

Bibliography (Cite the books, articles, and other sources used in preparing this form.)

Apfelroth, Sanford. "Peter F. Drucker's Contribution to Management Education: An Analysis of Selected Introductory College Management Textbooks." PhD diss. New York University. 1984.

Bachmann, John. Telephone interview by Amy Donnelly. August 30, 1999. Transcript.

Barria, Derrick. "Confronting concepts: Drucker and 'Centesimus annus.'" PhD diss. Pontificia Universitas Sanctae Crucis, Rome. 2004.

Beatty, Jack. Interview by an unidentified representative of the Drucker Institute. September 13, 2002. Video.

_____. "The Education of Peter Drucker." *The Atlantic*. December 2005.

_____. *The World According to Peter Drucker*. New York: The Free Press, 1998.

Buford, Bob. Telephone interview by Karen Linkletter. December 22, 1999. Transcript.

Byrne, J.A. and L. Gerdes. "The Man Who Invented Management." *BusinessWeek* (November 27, 2005). <https://www.bloomberg.com/news/articles/2005-11-27/the-man-who-invented-management> Accessed July 2017.

Chavez, Cesar. In conversation with Richard Ybarra. February 18 (no year; c. 1980). Transcript.

Churchill, Winston. "Review of 'The End of Economic Man.'" Drucker Society of Austria. <http://www.druckersociety.at/index.php/peterdruckerhome/commentaries/winston-churchill>. Accessed July 2017.

Criscoe, Arthur Hugh. "A study of Peter F. Drucker's philosophy of management with special reference to selected churches cooperating with the Southern Baptist Convention." EdD diss. Southwestern Baptist Theological Seminary. 1975.

Davidson, Marty. Interview by Amy Donnelly. August 10, 1999. Transcript.

Drucker Archives. Drucker Institute, Claremont, California.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

“Drucker’s Career Timeline and Bibliography.” Drucker Institute.

<http://www.druckerinstitute.com/peter-druckers-life-and-legacy/druckers-career-timeline-and-bibliography/>. Accessed July 2017.

Drucker, Peter F. *Adventures of a Bystander*. New York: Harper & Row, 1978.

_____. Letter to Dr. Danica Purj. November 21, 2004. Drucker Archives Digital Collections.

_____. Letter to Jim and Millie (last name unknown). July 25, 1972. In *Drucker: A Life in Pictures*. New York: McGraw-Hill, 2013. 130-131.

_____. Letter to Morton L. Mandel. September 15, 1975. Drucker Archives Digital Collections.

Durand, Pascal. “Classes et changement social chez Peter F. Drucker.” PhD diss. Université du Quebec à Montreal. 2000.

“Edward Jones History.” Edward Jones. <https://www.edwardjones.com/about/history.html>. Accessed July 2017.

“Farewell, Peter Drucker: A Tribute to an Intellectual Giant.” *Knowledge@Wharton*. The Wharton School, University of Pennsylvania.

Feder, Barnaby J. “Peter F. Drucker, a Pioneer in Social and Management Theory, is Dead at 95.” *The New York Times*. November 12, 2005.

Flaherty, John E. *Peter Drucker: Shaping the Managerial Mind*. San Francisco: Jossey-Bass, 1999.

“Guru: Peter Drucker.” *The Economist*. October 17, 2008.
<http://www.economist.com/node/12429448>. Accessed July 2017.

Heller, Robert. *Peter Drucker: The Great Pioneer of Management Theory and Practice*. London: Dorling Kindersley, 2000.

Hesselbein, Frances. Telephone interview by Karen Linkletter. January 26, 2000. Transcript.

“How Drucker ‘invented’ management at GM.” Drucker Society of Austria.
http://www.druckersociety.at/index.php?option=com_content&view=article&id=50&Itemid=40. Accessed July 2017.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

- Immerwahr, Daniel. "Polanyi in the United States: Peter Drucker, Karl Polanyi, and the Midcentury Critique of Economic Society." *Journal of the History of Ideas* 70, no. e (2009): 445-466.
- Jacobs, Bradley. Interview by Amy Donnelly. August 23, 1999. Transcript.
- Karlggaard, Rich. "Peter Drucker and Me." *Forbes*. March 26, 2014.
- Knippenberg, Sandra. "Der Einfluss Peter F. Druckers auf die modern Managementtheorie: eine Analyse anhand ausgewahlter Beispiele." PhD diss. International School of Management, Dortmund (Germany). 2008.
- Kurzynski, Marcia Joan. "An examination of Peter F. Drucker's management philosophy as compared to Aristotle's moral philosophy." PhD diss. Loyola University, Chicago. 2004.
- Kurzynski, Marcia. "Peter Drucker: modern day Aristotle for the business community." *Journal of Management History* 15, no. 4 (2009): 357-374.
- Krames, Jeffrey A. *Inside Drucker's Brain*. New York: The Penguin Group, 2008.
- "Land Use, Community Character and Heritage: Preservation Element." *The City of Claremont: General Plan*. 2005.
- Linkletter, Karen E. "Drucker Redux: Management as intellectual and philosophical product." PhD diss. Claremont Graduate University. 2004.
- Matsangou, Elizabeth. "A history of Peter Drucker and his impact on management theory." *European CEO*. December 3, 2015. <http://www.europeanceo.com/business-and-management/a-history-of-peter-drucker-and-his-impact-on-management-theory/>. Accessed May 2017.
- McAlester, Virginia. *A Field Guide to American Houses: The Definitive Guide to Identifying and Understanding America's Domestic Architecture*. New York: Alfred A. Knopf, 2013.
- McMillen, Karen, dir. *Peter Drucker: An Enduring Legacy*. 2013.
- McNeice, John, Jr. Telephone interview by Amy Donnelly. August 31, 1999. Transcript.
- Meadows, Martin. "The Managerial Society: The Political Thought of Peter F. Drucker." PhD diss. University of Maryland, College Park. 1963.
- Moreno, Rafael Mies. "El gobierno empresarial: Conocimiento y accion en Peter F. Drucker." PhD diss. Universidad de Navarra (Spain). 2000.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

- Olcese, Robert Louis. "An Analysis of the Application of Management by Objectives in Selected School Systems of Cook County, Illinois, Based Upon Six Principles Established by Peter Drucker for the Management of Service Institutions for Performance." PhD diss. Loyola University, Chicago. 1979.
- Nazerzadeh, Faramarz. "Central themes in Peter F. Drucker's Contribution to the Study of Administration." PhD diss. Claremont Graduate University. 1979.
- Petersen, Donald. Telephone interview by Amy Donnelly. September 1, 1999. Transcript.
- Pollard, William. Interview by Karen Linkletter. January 7, 2000. Transcript.
- "Profiles of the 6 Claremont Colleges and How They Grew." *Los Angeles Times*, November 15, 1987.
- Rosenstein, Bruce. "Scandals nothing new to business guru." *USA Today*. July 5, 2002.
- Schwartz, Michael. "An inquiry into the formative influences upon Drucker's managerial pedagogy." PhD diss. Royal Melbourne Institute of Technology. 2002.
- Smith, N. Craig. "Bounded goodness: marketing implications of Drucker on corporate responsibility." *Journal of the Academy of Marketing Science* 37 no. 1 (March 2009): 73-84.
- Starbuck, Peter. "The formative European influences that shaped the thinking of Peter Ferdinand Drucker and how they manifest themselves in his later ideas." PhD diss. Open University (United Kingdom). 2005.
- Stein, Guido. "The Social Ecology of Peter F. Drucker." PhD diss. Universidad de Navarra (Spain). 1998.
- Stern, Stefan. "Why All Today's Management Gurus Are in Debt to Peter Drucker." *International Business Times*. November 13, 2014. <http://www.ibtimes.co.uk/stefan-stern-why-all-todays-management-gurus-are-debt-peter-drucker-1474614>. Accessed April 2017.
- Tarrant, John J. *Drucker: The Man Who Invented The Corporate Society*. Boston: Cahnern Books, 1976.
- Tucker, Marc S. "Peter Drucker, Knowledge Work, and the Structure of Schools." *Educational Leadership* 45 no. 5 (February 1988): 44-46.
- Turriago-Hoyos, Alvaro, Ulf Thoene, and Surendra Arjoon. "Knowledge Workers and Virtues in Peter Drucker's Management Theory." *SAGE Open* 6, no. 1 (January 5, 2016).

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

United States House of Representatives. "Peter Drucker." *Congressional Record – House*.
November 15, 2005. H10165.

Viega, Alex. "Management Guru Peter Drucker, 95, Dies." *The Associated Press*. November
12, 2005.

Wartzman, Rick. *Drucker: A Life in Pictures*. New York: McGraw-Hill, 2013.

Willes, Mark. Interview by Amy Donnelly. August 24, 1999. Transcript.

Wood, John C. *Peter F. Drucker: Critical Evaluations in Business and Management*.
London: Routledge, 2008.

Wood, Vikki Cluff. "The relation between theory and practice in management thought: a
philosophical investigation into the writings of Peter F. Drucker." PhD diss. University of
Nevada, Reno. 1976.

Previous documentation on file (NPS):

- preliminary determination of individual listing (36 CFR 67) has been requested
 previously listed in the National Register
 previously determined eligible by the National Register
 designated a National Historic Landmark
 recorded by Historic American Buildings Survey # _____
 recorded by Historic American Engineering Record # _____
 recorded by Historic American Landscape Survey # _____

Primary location of additional data:

- State Historic Preservation Office
 Other State agency
 Federal agency
 Local government
 University
 Other

Name of repository: Drucker Archives, Drucker Institute, Claremont, CA

Historic Resources Survey Number (if assigned): _____

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

10. Geographical Data

Acreage of Property less than one acre

Latitude/Longitude Coordinates

Datum if other than WGS84: _____

(enter coordinates to 6 decimal places)

1. Latitude: 34.110309 Longitude: -117.725347

Verbal Boundary Description (Describe the boundaries of the property.)

The property is composed of Lot 12 in Tract No. 20237 in the city of Claremont, Los Angeles County, California, as per the map recorded in Book 594, pages 93 and 94 (**Figure 2. Tract Map**).

Boundary Justification (Explain why the boundaries were selected.)

The boundaries represent those historically associated with the Drucker House property.

11. Form Prepared By

name/title: Molly Iker-Johnson, Associate Architectural Historian
Christine Lazzaretto, Principal
organization: Historic Resources Group
street & number: 12 South Fair Oaks Avenue
city or town: Pasadena state: CA zip code: 91105
e-mail: christine@historicrosourcesgroup.com
telephone: (626) 793-2400 x112
date: August 2017

Additional Documentation

Submit the following items with the completed form:

- **Maps:** A **USGS map** or equivalent (7.5 or 15 minute series) indicating the property's location.
- **Sketch map** for historic districts and properties having large acreage or numerous resources. Key all photographs to this map.
- **Additional items:** (Check with the SHPO, TPO, or FPO for any additional items.)

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Photographs

Submit clear and descriptive photographs. The size of each image must be 1600x1200 pixels (minimum), 3000x2000 preferred, at 300 ppi (pixels per inch) or larger. Key all photographs to the sketch map. Each photograph must be numbered and that number must correspond to the photograph number on the photo log. For simplicity, the name of the photographer, photo date, etc. may be listed once on the photograph log and doesn't need to be labeled on every photograph.

Photo Log

Name of Property: Drucker, Peter, House
City or Vicinity: Claremont
County: Los Angeles
State: California
Photographer/ Christopher Purcell, March 9, 2017 (exteriors)
Date Photographed: Molly Iker-Johnson, May 8, 2017 (interiors)

Description of Photograph(s) and number, include description of view indicating direction of camera:

- 1 of 18 Context view of house and Wellesley Drive, facing southwest
- 2 of 18 North façade, view facing south
- 3 of 18 Concrete path and stoop, view facing southwest
- 4 of 18 North and east façades, view facing southwest
- 5 of 18 South façade and oval pool, view facing north
- 6 of 18 Oval pool, view facing southwest
- 7 of 18 Oval pool and detached garage, view facing southeast
- 8 of 18 Detached garage, view facing southeast
- 9 of 18 Brick terrace and oval pool, view facing southwest
- 10 of 18 Living room and entry vestibule, view facing northeast
- 11 of 18 Living and dining rooms, view facing east
- 12 of 18 Dining room, view facing southeast
- 13 of 18 Living room and enclosed patio, view facing southwest

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

- 14 of 18 Enclosed patio and fully glazed aluminum sliding door, view facing east
- 15 of 18 Enclosed patio and passage to master bedroom, view facing west
- 16 of 18 Master bedroom, view facing northwest
- 17 of 18 Peter Drucker's office, view facing northwest
- 18 of 18 Kitchen and laundry room, view facing northwest

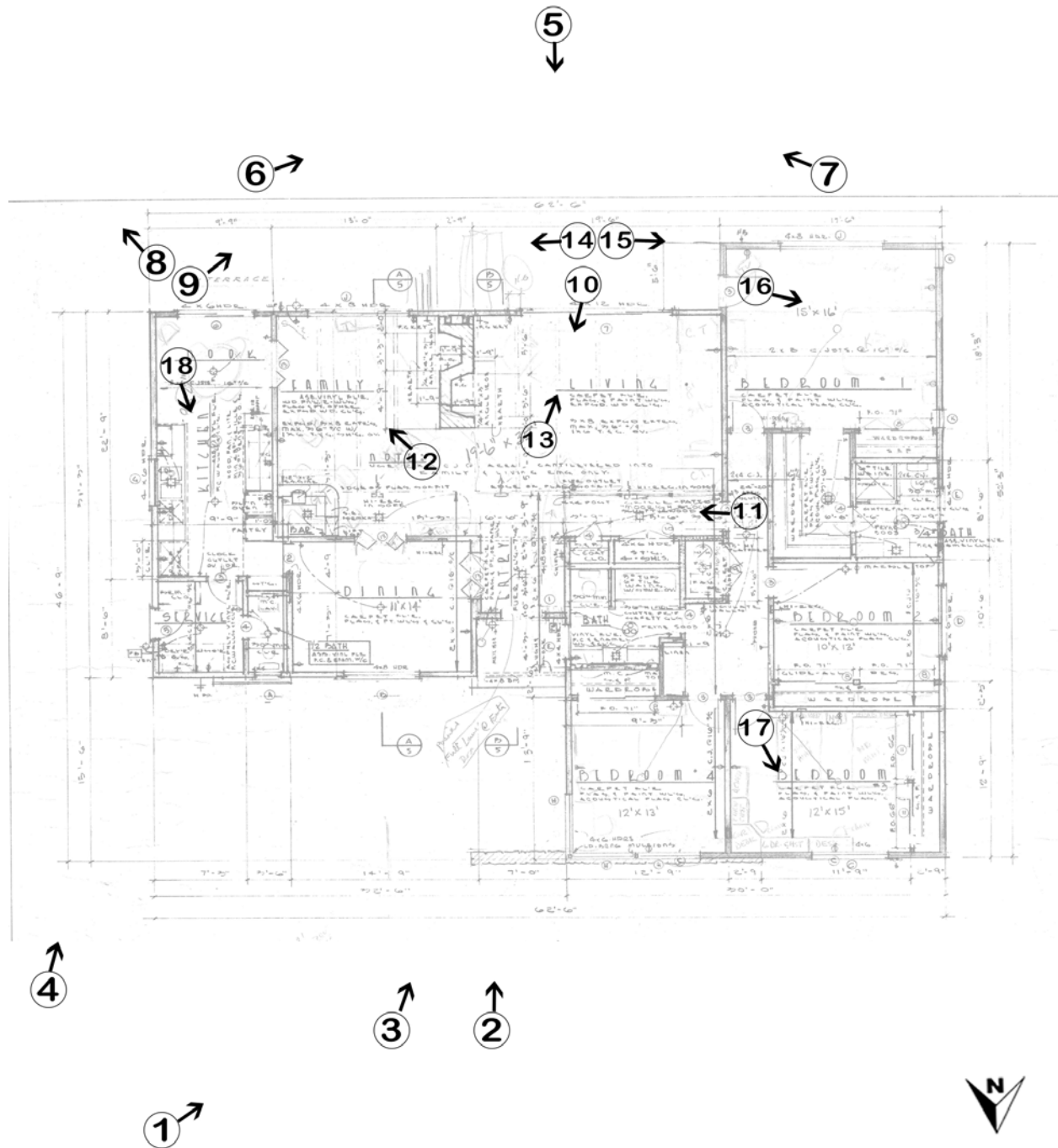
Paperwork Reduction Act Statement: This information is being collected for applications to the National Register of Historic Places to nominate properties for listing or determine eligibility for listing, to list properties, and to amend existing listings. Response to this request is required to obtain a benefit in accordance with the National Historic Preservation Act, as amended (16 U.S.C.460 et seq.).

Estimated Burden Statement: Public reporting burden for this form is estimated to average 100 hours per response including time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Office of Planning and Performance Management, U.S. Dept. of the Interior, 1849 C. Street, NW, Washington, DC.

Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Sketch Map/Photo Key



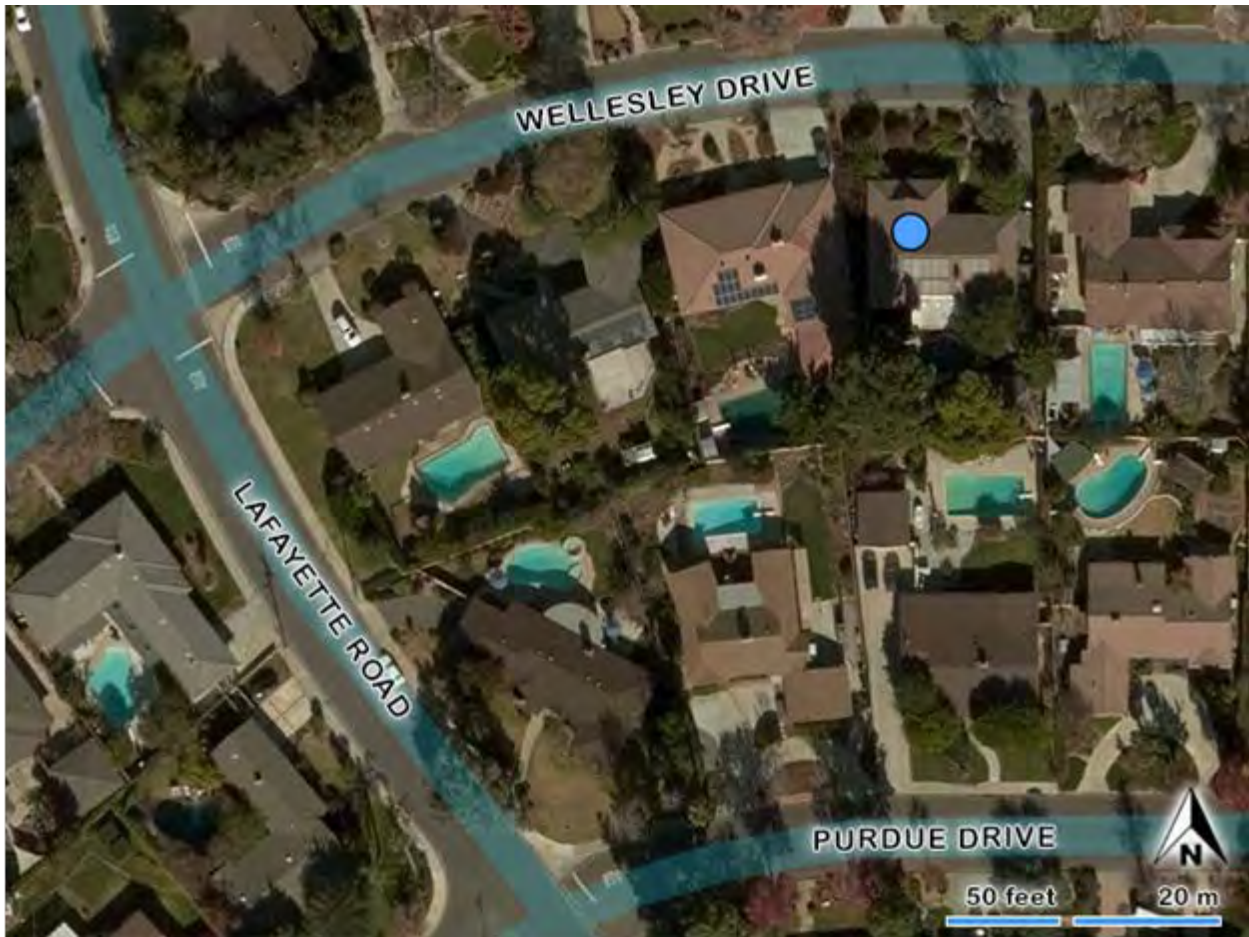
Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Figure 1. Location Map

Latitude: 34.110309

Longitude: -117.725347



Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

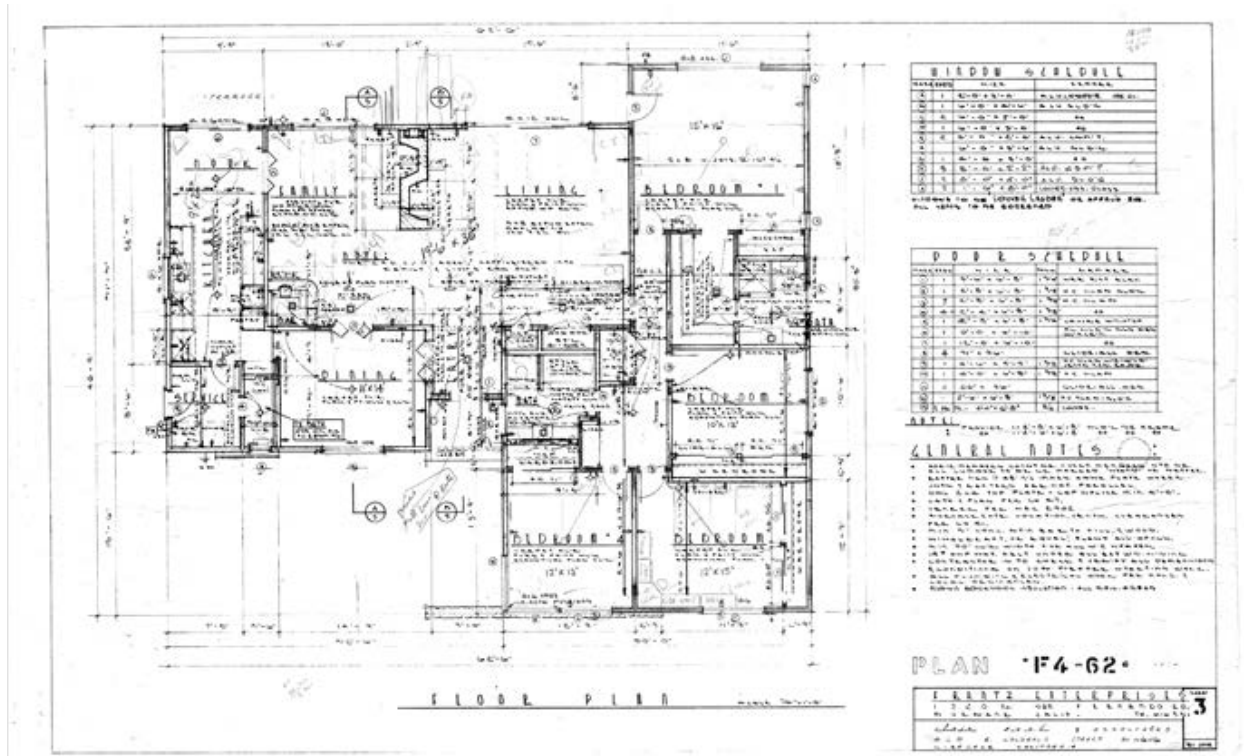
Figure 2. Tract Map



Drucker, Peter, House
 Name of Property

Los Angeles, California
 County and State

Figure 3. Drucker house original floor plan, 1963. Source: Drucker Archives.



Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

**Figure 4. Peter Drucker in the office at 636 Wellesley Drive, 1975.
Photographer: George Rose. Source: Getty Images.**



**Figure 5. Peter and Doris Drucker in the office at 636 Wellesley Drive, n.d.
Source: Drucker Archives.**



Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Figure 6. Peter Drucker with business futurist Tom Koulopoulos in the living room at 636 Wellesley Drive, n.d. Source: tkspeaks.com.



Figure 7. Pastor Rick Warren, Peter Drucker, and Rich Karlgaard speak in the lanai at 636 Wellesley Drive, 2004. Source: Rich Karlgaard, “Peter Drucker and Me,” *Forbes*, March 26, 2014.



Drucker, Peter, House
Name of Property

Los Angeles, California
County and State

Figure 8. Peter Drucker after receiving the Presidential Medal of Freedom, 2002. Source: Stefan Stern, “Why All Today’s Management Gurus Are in Debt to Peter Drucker,” *International Business Times*, November 13, 2014, <https://d.ibtimes.co.uk/en/full/1409555/president-george-w-bush-applauds-peter-drucker.jpg> (accessed April 2017).









656

Since 1956
Post
ALARM SYSTEMS
800-654-7678

PostAlarm.com















The Morton L. Mandel
Gathering Space

Open
Library

Library
Books



The Morton L. Mandel
Gathering Space

course over many years and at
tiring moments you've been my
cher and mentor for which
I will always be indebted.

MJC

1970s

Handbook of Chemistry
The Elements
The Periodic Table
The History of Chemistry
The History of Physics
The History of Biology
The History of Earth Science
The History of Astronomy
The History of Mathematics
The History of Medicine
The History of Law
The History of Art
The History of Music
The History of Literature
The History of Philosophy
The History of Religion
The History of Science
The History of Technology
The History of Culture
The History of Society
The History of Politics
The History of Economics
The History of Geography
The History of History
The History of the World
The History of the Universe
The History of the Earth
The History of the Sun
The History of the Moon
The History of the Stars
The History of the Planets
The History of the Galaxies
The History of the Universe

The Elements
The Periodic Table
The History of Chemistry
The History of Physics
The History of Biology
The History of Earth Science
The History of Astronomy
The History of Mathematics
The History of Medicine
The History of Law
The History of Art
The History of Music
The History of Literature
The History of Philosophy
The History of Religion
The History of Science
The History of Technology
The History of Culture
The History of Society
The History of Politics
The History of Economics
The History of Geography
The History of History
The History of the World
The History of the Universe
The History of the Earth
The History of the Sun
The History of the Moon
The History of the Stars
The History of the Planets
The History of the Galaxies
The History of the Universe





The Bob Buford Lanai









National Register of Historic Places
Memo to File

Correspondence

The Correspondence consists of communications from (and possibly to) the nominating authority, notes from the staff of the National Register of Historic Places, and/or other material the National Register of Historic Places received associated with the property.

Correspondence may also include information from other sources, drafts of the nomination, letters of support or objection, memorandums, and ephemera which document the efforts to recognize the property.

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

NATIONAL REGISTER OF HISTORIC PLACES
EVALUATION/RETURN SHEET

Requested Action: Nomination

Property Name: Drucker, Peter, House

Multiple Name:

State & County: CALIFORNIA, Los Angeles

Date Received:
11/1/2017

Date of Pending List:
11/27/2017

Date of 16th Day:
12/12/2017

Date of 45th Day:
12/18/2017

Date of Weekly List:

Reference number: SG100001890

Nominator: State

Reason For Review:

Appeal

SHPO Request

Waiver

Resubmission

Other

PDIL

Landscape

National

Mobile Resource

TCP

CLG

Text/Data Issue

Photo

Map/Boundary

Period

Less than 50 years

Accept Return Reject 12/18/2017 Date

Abstract/Summary Comments: The Peter Drucker House meets National Register Criterion B and Criteria Consideration G in the area of Commerce. The modest mid-century Ranch-style house was the long term residence and working office of Peter Ferdinand Drucker—"the man who invented management." Drucker is widely considered by industry scholars as a leading founder of the field of twentieth-century business management. A prolific author, speaker, and teacher, Drucker became a highly sought after management consultant to major U.S. corporations, non-profits, and government agencies. The residence served as his main work office where he would receive clients, write his influential books and articles, prepare classes and lectures, and hold meetings. His lengthy career, starting in NYC in the 1940s, would culminate in his 30 years at Claremont Graduate School during which he lived and worked in this house—his self-professed "period of greatest productivity." Drucker's innovative and insightful management ideas and humanist perspective have been recognized as radically altering American commerce and business practices. The nomination meets Criteria Consideration G based on the level of objective scholarly appreciation for Drucker's contributions to his field. His early career and publications while based on the east coast helped establish his reputation and may have as yet unidentified associated sites, but his years in residence in Claremont (his longest associations) clearly represent primary aspects of his exceptional consulting, writing and teaching contributions.

Recommendation/ Criteria: Accept National Register Criterion B

Reviewer: Paul Lusignan

Discipline: Historian

Telephone: (202)354-2229

Date: 12/18/2017

DOCUMENTATION: see attached comments : No see attached SLR : No

Drucker, Peter, House
Claremont, Los Angeles County
Staff Report

The Peter Drucker House with associated two-car garage was designed by Clair Earl & Associates in the Ranch style and was constructed in 1963. It is located in Claremont, approximately 35 miles northeast of downtown Los Angeles, and approximately 26 miles east of Pasadena. The postwar Towne Ranch neighborhood is a 116-acre subdivision consisting primarily of custom-built, one-story, Ranch style, single-family residences constructed in the 1950s and 1960s. The Drucker House stands at the center of its 0.28-acre parcel. The lot is flat, with mature trees and shrubs. The house is of wood frame construction with an L-shaped plan, and includes significant features of the Ranch style including low, horizontal massing with wide street façade, low-pitched gable-on-hip roof with open overhanging eaves, wood board-and-batten siding, and metal-framed sliding and casement windows. On the interior, there are significant features and spaces associated with Drucker's life and work, including his office and the enclosed patio where meetings with industry leaders took place. The house and garage have undergone minimal alterations since their occupancy by Peter Drucker and retain all the character defining features from that period. The residence retains all aspects of integrity.

The Drucker House is eligible at the local level of significance under Criterion B in the area of Commerce for its association with renowned management expert, advisor, author, and professor Peter Drucker, an internationally prominent figure in the business management field. The period of significance is 1971 to 1995, from the date Peter and Doris Drucker moved into the house at 636 Wellesley Drive, through the end of what Drucker viewed as his most productive period. The Drucker House exhibits exceptional importance due to Drucker's significance in the management field. This includes his work as an influential advisor to some of America's largest organizations as well as U.S. Presidents of both parties, as the author of 39 books and more than 1,500 articles that inspired business leaders worldwide, and as a professor at Claremont Graduate University, which named its school of management after him. The house played an integral role in Drucker's dealings with those who sought his managerial advice, and served as Drucker's office during his 31-year tenure at Claremont Graduate School (later Claremont Graduate University), his longest academic position. The house is the best property associated with Drucker's career and his significant contributions to the management field. During the 1971 to 1995 period of significance, the Drucker School of Management at Claremont was established, Drucker wrote 25 of his 39 books, and he authored an influential column in the *Wall Street Journal*. In a shift from his practice in New York, during this period Drucker requested that his clients come to Claremont to meet with him instead of him going to them, making the house the epicenter of his work. Peter Drucker's significance has been recognized by business and political leaders, and by the academic community. There is ample scholarly research and evaluation of Drucker's significance, and sufficient historical perspective that his groundbreaking work transformed the field of business management in the twentieth century. Drucker House meets Criteria Consideration G for properties that have achieved significance within the past 50 years.

The property is nominated on behalf of the owner. Thirteen letters of support have been received to date. Staff supports the nomination as written and recommends the State Historical Resources Commission determine Peter Drucker House is eligible under National Register Criterion B at the local level of significance with a 1971 to 1995 period of significance, and satisfies Criteria Consideration G. Staff recommends the State Historic Preservation Officer approve the nomination for forwarding to the National Park Service for listing on the National Register.

Amy H. Crain
State Historian II
October 24, 2017

From: Knollman, Sheila
To: [Crain, Amy@Parks](mailto:Crain.Amy@Parks)
Cc: zachary.first@cgu.edu
Subject: Recommendation for Drucker House to become a National Historic Landmark
Date: Tuesday, October 24, 2017 12:33:22 PM

To: State Historical Resources Commission

I support the nomination of the Peter Drucker House in Claremont, CA for listing in the National Register of Historic Places. Peter's home is the place where he formed, discussed and wrote some of the 20th Century's most important ideas about management and society.

I first learned of Peter Drucker through my father who studied his ideas and kept copies of his books on a shelf in his study at home.

I first met Peter Drucker in 1999. Procter & Gamble (P&G) was in the midst of major strategic change. I was then responsible for P&G's North America region, the big home market, and for P&G's new global beauty business. I called Peter and asked if he would meet with me. I had hoped for one hour of his time. We talked for four hours. It was like drinking from a fire hose. For every question I posed, Peter had more things to think about. He urged me to choose, to focus on the few right strategies and decisions that would make the greatest difference, and challenged me to understand the unique challenges of leading knowledge workers. That exhilarating first conversation provided the themes Peter and I returned to for six years: how to unleash the creativity and productivity of knowledge workers; how to create free markets for ideas and innovation how to build the agility and flexibility to lead change. Later, we conversed about the work of the CEO.

During my tenure as CEO of P&G, I visited with Peter several times in his Claremont home. It was the site of constructive conversations about the practice of management that have served and will continue to serve me well in my professional and personal life.

Regards,

A.G. Lafley
Former Chairman and CEO, Procter & Gamble

LETTER OF SUPPORT

TO: Ms. Amy Crain
State Historical Resources Commission

FROM: Nobuhiro Iijima, President and CEO
Yamazaki Baking Company

DATE: October 12, 2017

RE: **Peter Drucker House**

It is my privilege to be able to send to you a letter supporting the nomination of the Peter Drucker House in Claremont, California for listing in the National Register of Historic Places.

While Dr. Drucker is widely considered in the United States to be “the father of modern management” his influence was legendary in many other countries around the world, both for his business teaching and for his humanity. Yamazaki Baking Company is one of the largest baking businesses in the world and Peter Drucker was a crucial element in our success. We utilize Peter Drucker’s Five Questions—the very core of Peter Drucker’s management theory—as guidance for our business management.

The story starts in 1959 when Dr. Drucker came to Japan to conduct a management seminar in Hakone, a well-known hot-spring resort near Mount Fuji. Tojuro Iijima, my father, who was Yamazaki’s founder, had already started the bakery business in Japan. In the middle of the 1950’s, the Founder set out alone on a journey to familiarise himself with the state of the baking industry in other countries, a trip that took him to the U.S. and to Europe. He realized that the bread industry in Japan was about 30 years behind its counterparts overseas. That is when the Founder made the decision to modernize his company and the baking industry in Japan, and raise it to a level on par with the West within a span of just 10 years. He immediately started to put this goal into practice. He also decided to employ the most advanced American management thinking.

Tojuro Iijima attended this first seminar with my mother, and both were attracted to Dr. Drucker's management thinking. My father immediately realized that this would be the very best management theory on which to build Yamazaki's business.

That seminar was the start of Yamazaki's long connection with Dr. Drucker. In the company's early days, my father would sit in a circle in the bakery with a group of promising young employees as they studied Peter Drucker's management thinking. They first read aloud his books together and then put his thinking into practice in the business. As Yamazaki put Drucker's theories into practice, the company grew with them.

In April of 1991, Yamazaki began our bakery business in the United States. If we were going to do business in the United States I felt that we needed to get a good idea of its society and culture, and so I contacted my Christian friends in the U.S. to ask them to put me in touch with well-known political, business, and religious leaders, and to arrange for me to meet and talk with them. One of the people I met was Mr. Bob Buford, a disciple of Peter Drucker. In 1992 he invited me to a conference in Dallas hosted by the Drucker Foundation. At that time I had the honor of meeting Dr. Drucker himself and this was followed by an invitation to join the Advisory Board of the Drucker Foundation, which I accepted with much pleasure.

From that point I regularly met Dr. Drucker, both in America and in Japan and I came to rely on his wisdom and advice as I tackled issues in my business and in my life. He particularly encouraged me to continue my study of *The Way to Life*, an approach to life and business based on the teaching of Jesus Christ in The Sermon on the Mount. As I sat with him in the living room in his house in Claremont, he would counsel me, as he did so many other business people, and he gave me encouragement to continue with my work. All of us at Yamazaki Baking Company feel deeply grateful for his continuous support.

After his death, we remained in touch with Doris Drucker, his wife and associate. After her passing, we continued to provide financial support to the Drucker Institute and made a donation which allowed the Institute to purchase the Druckers' house and turn it into a private museum and executive center.

In the business world, Peter Drucker will forever stand out as a legend in the development of management thinking. It is totally appropriate that his house be designated as a National Historic Landmark, and I support this application without any reservation.

A handwritten signature in black ink, reading "Nobuhiro Iijima". The signature is written in a cursive style with a long horizontal stroke at the end.

Nobuhiro Iijima

President and CEO

Yamazaki Baking Company Ltd.

3-10-1 Iwamoto-cho, Chiyoda-ku

Tokyo, Japan 101-8585

SOUTHERN

Pipe and Supply Company, Inc.

P.O. Drawer 5738
Meridian, Mississippi 39302
Phone: 601 693-2911

Marty Davidson
Chairman of the Board

October 10, 2017

Julianne Polanco
State Historical Preservation Officer
Re: Peter Drucker House

Dear Julianne:

I am writing this letter to strongly support the nomination of the Peter Drucker House, in Claremont, California for listing in the National Registry of Historic Places. Peter Drucker, through his work as an author, professor, and consultant, literally transformed the field of business management. There is simply no one that has made a greater impact on business management either before or after him.

I started consulting with Peter Drucker in July of 1974, and continued meeting with him every year from 1974 to his death, in 2005. I purchased our family company, a plumbing distribution firm, from my father and uncle when I was 28 years old (I recently celebrated my 77th birthday), and was overwhelmed with the challenges I had taken on, in doing so. I had read a number of Peter Drucker's books in college and knew if anyone could help me navigate those challenges, it would be Peter Drucker. With Peter's help, I built this company from three branches, in two states, to the company we have today, consisting of 108 branches, in seven states.

After my first visit with Peter, he wrote a report about our company that was both timely and timeless. I still refer to that report today, along with my other notes from our various consulting sessions, over a 31 year period. Peter's timelessness, like my report, is shown by the fact that the lessons of Peter's books are as important today, as when he first wrote them. His great skill was his ability to give practical advice about business management that could be immediately put in place. The question he always ended our consulting sessions with was "Now, given all of our discussion, what are you going to do next Monday morning, to make your business more successful?". He enabled me to focus on the right things by

continually asking the question "If you weren't doing this, today, would you do it again – and if not, how quick can you get out of it?"

And, therein lies much of his significance. Peter Drucker asked the right questions about business, and through those questions enabled business leaders to find the right answers. Many of the questions had never been asked before – and some of them were a blinding flash of the obvious. There has never been a better book written about how to manage one's time than *The Effective Executive*, and there has never been a better book written about how to manage a business than *The Practice of Management*.

When I consulted with Peter, we would always meet at his home. It was a relaxed setting on a couch, in his den. This relaxed atmosphere overcame my fears of consulting with one of the greatest business minds in history, and the sheer intimidation of meeting with Peter. He never took phone calls in our meetings, and thus there were no distractions. We would go to lunch together, and the business discussion would continue through lunch. I always felt like a day with Peter was equal to two to three days with other business consultants – I never had any trouble falling asleep at night, because my mind was so tired.

If I had to pick only one reason for my success, in business, it would be Peter Drucker. Numerous managers, who have consulted with him, and read his books would likely say the same thing. The Peter Drucker House, in Claremont, is well deserving of being designated a Natural Historic Landmark.

Sincerely,


Marty Davidson

MD:mp

From: DCuilli@parkwd.com
To: [Crain, Amy@Parks](mailto:Crain.Amy@Parks)
Cc: bridget.lawlor@cgu.edu
Subject: Drucker House
Date: Friday, October 06, 2017 7:23:29 AM

Message from Morton L. Mandel:

I write to support the nomination of the Peter Drucker House in Claremont, California for listing in the National Register of Historic Places.

I consider myself a disciple of Peter Drucker. I used Peter Drucker's consulting services for two years, averaging one visit a month with Peter. Peter's teaching and guidance positively changed my professional life, and my leadership behavior.

I believe Peter Drucker was a major force that helped transform the field of Management from a largely intuitive style to one that is principled and systematic.

The world is a better place because of Peter Drucker's teaching and writings that have led to the more effective leadership of both non-profit and for-profit institutions.

Morton L. Mandel
Chairman and CEO
Parkwood LLC



October 3, 2017

To: State Historical Resources Commission, c/o Ms. Amy Crain

LETTER IN SUPPORT OF PETER DRUCKER HOUSE IN CLAREMONT

I am writing to strongly support the nomination of the Peter Drucker House in Claremont, California, for listing in the National Register of Historic Places.

Allow me to share a story. In December of 1994, I pulled up to Peter Drucker's house in my rental car. I rechecked the address because the house just didn't seem big enough. It was a nice house in a neighborhood near the Claremont Colleges, bordered tightly by similar suburban houses, with two small Toyotas parked in the drive. It would have been a perfect, modestly proportioned home for a professor from the local college. But I wasn't looking for a professor from the local college; I was looking for Peter Drucker—the leading founder of the field of management, the most influential management thinker in the second half of the twentieth century, the founding father of the Peter F. Drucker Graduate School of Management.

But the address matched, so I ambled up to the front door and rang the bell. I waited. Nothing happened. So, I rang again. "Okay, okay, I'm coming," I heard a voice from inside the house. "I'm not so fast anymore." The voice sounded cranky, and I expected a curmudgeon to open the door, but instead found myself greeted with a gracious smile that made me feel that my host was really happy to see me, even though we'd never met. "Mr. Collins. So very pleased to meet you," said Drucker with a handshake that warmly invited me across the threshold. "Please come inside."

We settled in the living room, with Drucker asking questions from his favorite wicker chair, probing, pushing, challenging. He gave freely of his wisdom, asking nothing in return. He simply wanted to contribute to my development at what was then a pivotal stage of my career; I was only thirty-six years of age with no significant reputation. His generosity of spirit explains much of Drucker's immense influence.

Business and social entrepreneur Bob Buford once observed that Drucker contributed as much to the triumph of free society as any other individual. I agree. For free society to function we must have high-performing, self-governed institutions in every sector, not just in business, but equally in the social sectors. Without that, as Drucker himself pointed out, the only workable alternative is totalitarian tyranny. Strong institutions, in turn, depend directly on excellent management, and no individual had a greater impact on the practice of management than Peter Drucker.

One small house, one giant intellect—a simple home where a great man worked and taught and changed the world.

Yours sincerely,

Jim Collins
Co-founder, The Good to Great Project LLC
Author *Good to Great*
Co-author *Built to Last, Great by Choice*

From: Joseph Maciariello
To: [Crain, Amy@Parks](mailto:Crain.Amy@Parks)
Cc: [Bridget Lawlor](mailto:Bridget.Lawlor)
Subject: REVISION: My Letter in support of Listing the Drucker Home in the National Registry
Date: Saturday, September 23, 2017 10:13:56 AM

Dear Ms. Crain:

I am writing in support of listing the home of Peter and Doris Drucker in Claremont, California in the National Register of Historic Places, in accordance with the application of The Drucker Institute.

Peter Drucker, with the help of his wife Doris, was the leading writer supporting the growth and development of a society of organizations during the 20th century through his innovative work in management and in society. He codified the discipline and practice of management through his books *Concept of the Corporation* (1946), *The Practice of Management* (1954), *Management: Tasks, Responsibilities, Practices* (1973/1974), *Innovation and Entrepreneurship* (1985) and *Managing the Nonprofit Organization* (1990). His book, *The Effective Executive* (1968) is one of the greatest books ever written on executive leadership and effectiveness. Almost as important was his consulting with major leaders of government, nonprofit and for-profit enterprises.

All of his books and articles during and after 1971 were written in his home office at 636 Wellesley Drive in Claremont. He stopped traveling when he moved to Claremont from New York City in 1971 and gradually converted the place of his consulting and mentoring to the Drucker home. For example, he conducted over 20 years of continuous consulting with executives from 1984 to 2005 in his home.

I was fortunate to have had the opportunity to collaborate with Peter Drucker on three major writing projects, including *The Daily Drucker* (2004) along with a few articles. He was a person who was what he wrote: full of integrity, grace, wit, and enormous competence. His faith in me helped me to collaborate with him to produce three best-selling books and Internet Modules. He was professionally and personally transforming in my life. Much of our collaboration took place at his home. I have continued this work of trying to advance his legacy.

His wit was always on display in his work with executives and colleagues. For example, he was asked by a mutual colleague where he was going after a lunch they shared. He responded "I am going to get a haircut." But, my colleague said, "you are bald?" to which Peter replied, "I know, I have to pay a finder's fee!"

Finally, his friend and colleague, former *Harvard Business Review* editor, Theodore Levitt wrote of the "dignity, learning and grace" that Drucker brings to his writings. It is just this dignity, learning and grace that can be cultivated at the Drucker House especially if it achieves listing in the National Registry. I support the application for listing.

Respectfully yours,
Joseph A. Maciariello, PhD

Joseph A. Maciariello
Marie Rankin Clarke Professor of Social Science and Management Emeritus

Peter F. Drucker and Masatoshi Ito Graduate School of Management
Claremont Graduate University
and

Director of Research, Drucker Academy-Hong Kong

T [951.675.1762](tel:951.675.1762) | joseph.maciariello@cgu.edu

See A Year With Peter Drucker

<http://ayearwithpd.com/>

12555 Manchester Road
St. Louis, MO 63131-3729
Bus 314-515-3570
Fax 314-515-3331

James D. Weddle
Managing Partner

Edward Jones[®]

September 21, 2017

Ms. Amy Crain
State Historical Resources Commission

Dear Ms. Crain,

I'm delighted to write this letter of support for Peter Drucker's house to be designated a national historic landmark.

Peter made an essential contribution to American business. He single-handedly captured and defined the concept of management. His works and writings were used as the curriculum of management courses when I was working on my MBA in the 70's, and are no less relevant today.

His greatest distinguishing factor was that he combined extraordinary business acumen with the ability to explain how his concepts could be applied in real-world situations. Preeminent among Peter's many gifts was the ability to think originally. Minds such as Peter's come along once every hundred years, if that often.

Peter's influence on Edward Jones was significant. His fingerprints are on every major strategic decision the organization made during his 25 year relationship with our Firm. He once described himself as an "intermittent member of senior management." With his help we redefined our customer, developed a mission statement that continues to serve us today, and then defined the purpose of our work.

While Edward Jones is headquartered in St. Louis and Peter resided in Claremont, we eagerly anticipated each opportunity to visit with him at his home. He was unfailingly gracious, enjoyed pointing out the most recent acquisition to his collection of Japanese art, and then quickly settled down to business.

We value Peter's contribution to our success so highly that we structured our off-site planning meetings around him - traveling to California as frequently as four times a year. He once told us that he derived his greatest satisfaction as a consultant from his work with us because we put his ideas to work. Whatever small pleasure he took from his relationship with our organization paled in comparison to the benefits we received as a result of our work with him.

Personally I had the tremendous good fortune to serve as Peter's Investment Advisor. I was recommended to Peter by John Bachmann, our Managing Partner at the time, and remember feeling honored but also intimidated by the prospect of working with him one on one. Fortunately for me, Peter exhibited the same grace as a client as he did when hosting meetings in his home or speaking to a group of our senior leaders. He was consistently humble and more interested in asking about you and your family than telling you what was going on in his life.

Peter's approach to business was unique and so was the use of his home as a venue for his most important meetings. It was the site of many extraordinary meetings with exceptional individuals. Recognition of its historic significance seems entirely appropriate and I hope the Trust sees fit to act favorably on this application.

I'm happy to provide any additional background information necessary and appreciate the opportunity to offer input.

Sincerely,



James D. Weddle
Managing Partner

398 Sherwood Drive
Carol Stream, IL 60188
September 21, 2017

Transmitted via facsimile

julianne.polanco@parks.ca.gov

Julianne Polanco
State Historic Preservation Officer
CA State Historical Resources Commission
1725 23rd Street, Suite 100
Sacramento, CA 95816

RE: Peter Drucker House, 636 Wellesley Drive, Claremont, CA

Dear Julianne,

I am writing this letter in support of the recognition and designation of the Peter Drucker House as a National Historic Landmark. Peter Drucker was an important advisor to me as I led a fast-growing public company called ServiceMaster. He also became a dear friend of mine.

Peter has often been called the "father of modern day management." Over his 70+ years of teaching and advising, he wrote more than 30 books relating to this subject, and for many years served as a valued professor of the Claremont Graduate School of Management, which later was named after him.

Peter and his wife Doris lived in a modest home at 636 Wellesley Drive in Claremont. Their home was recently acquired by The Drucker Institute, and it has been completely refurbished, including designating an area for an executive center and displaying many memorabilia relating to the recognition of Peter's world-wide influence.

I remember the many times I was in this home receiving Peter's wise advice and counsel. For Peter, his advice often went beyond what people were doing and how they should do it in their work. He was also interested in the person they were becoming in their work. He viewed this added dimension as the primary responsibility of leadership.

While he often dealt with the specific issue at hand, he would usually do so within the context of the broader issues of life. Yes, it was important to be effective and efficient in producing needed goods and services for the customer at a fair price and a bottom line that would create value for the shareholder. But, the success of the firm was also dependent upon the effectiveness of the person, and Peter strongly believed that the firm should have the broader objective of becoming a moral community for the development of human character.

For Peter, leadership in and of itself was just a means – "to what end?" was the real question. And the end for Peter was the people that followed, the direction they were going, and who they were becoming as they produced the results of the firm.

Peter's writings and advice continue to have significance for our world we live in. The Peter Drucker House has a special role in continuing the mission, purpose, and legacy of his life.

Sincerely,

A handwritten signature in black ink, appearing to read "C. William Pollard". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

C. William Pollard

C. WILLIAM POLLARD
Chairman
Fairwyn Investment Company

Bill Pollard is Chairman of Fairwyn Investment Company, a private investment firm, and for over a twenty-five year period, Bill participated in the leadership of The ServiceMaster Company serving not once but twice as its Chief Executive Officer. Bill has also served as a director of several public companies and a number of charitable, religious, and educational organizations, including Wheaton College and the Billy Graham Evangelical Association. He is the author of several books including the best seller *The Soul of the Firm* and his most recent book *The Tides of Life*. A native of the Chicago area, Bill and his wife, Judy, have been married for over 57 years and have been blessed with four children, fifteen grandchildren, and one great-grandchild.

Our mission is to improve lives and our community by engaging people to give, advocate and volunteer.

**UNITED WE FIGHT.
UNITED WE WIN.**

LIVE UNITED

Metro United Way
334 East Broadway
PO Box 4488
Louisville KY 40204-0488
ph: 502 583-2821
fx: 502 583-0330

Oldham County
PO Box 431
LaGrange KY 40031
ph: 502 222-7172
fx: 502 633-1406

Shelby County
316 Main Street
Shelbyville KY 40065
ph: 502 633-4484
fx: 502 633-1406

**Clark, Floyd and
Harrison Counties**
405 E. Court Avenue
Suite 3, PO Box 476
Jeffersonville IN
47131-0476
ph: 812 282-7587
fx: 812 206-7415

State Historical Resources Commission
c/o Amy Crain

Dear Sirs:

I am writing to support the nomination of the Peter Drucker House, located at 636 Wellesley Drive in Claremont, California as a listing in the National Register of Historic Places.

Peter Drucker was a valued author, professor and consultant. His ground-breaking work transformed the field of business management in the 20th Century not only in this country, but across the world.

Drucker's wisdom is timeless and personally, I'm inspired by his constant pursuit to answer one important question: "how can we make society both more productive and more humane." He wrote 36 books over his lifetime, each one offering an insight into how to answer this question. His seminal work, "The Effective Executive" should be required reading for everyone, not just corporate suits.

He did most of his work from his extremely modest, especially by today's standards, home in Claremont, CA. For many across the world, this home has now become a mecca. It is only fitting that we preserve and honor it on the National Register of Historic Places.

I thank you in advance for consideration of the application.

Cordially,



Theresa Reno-Weber
President
Metro United Way

From: Brian Walker
To: [Crain, Amy@Parks](mailto:Crain.Amy@Parks)
Cc: zachary.first@cgu.edu
Subject: Drucker House - National Register of Historic Places
Date: Tuesday, September 19, 2017 11:57:55 AM

Office of Historic Preservation
Registration Unit
Amy Crain, State Historian

Dear Ms. Crain,

As CEO of Herman Miller, Inc., I want to convey how important I think it is for the Peter Drucker House in Claremont, California, to be listed in the National Register of Historic Places.

Drucker was an early and ardent advocate of measuring in order to manage. That insight, as well as his belief in the vital role of manager as relationship builder, directly influenced the culture of Herman Miller, where Drucker consulted for many years.

I believe that registering Drucker's home would be a fitting honor to him and his legacy. It would recognize the physical place where his mind conceived so many of the ideas that shaped—and continue to shape—business and society. I strongly urge you to take this step. Thank you.

Sincerely,
Brian

Brian Walker
President and CEO

brian_walker@hermanmiller.com
616 654 8589 OFFICE
616 654 5546 FAX

HermanMiller

September 19, 2017

Bruce Rosenstein
11319 Commonwealth Dr. 201
Rockville, Md. 20852

State Historic Preservation Officer
Julianne Polanco
1725 23rd Street, Suite 100
Sacramento, CA 95816

Cc: The Drucker Institute
Bridget Lawlor
1021 N. Dartmouth Avenue
Claremont, CA 91711

Dear Ms. Polanco:

I am writing in strong support of the Peter Drucker House in Claremont, California for listing in the National Register of Historic Places. Peter Drucker's work continues to be highly influential and of the utmost importance in business management, organizational development, leadership and related fields. His writing, teaching, and consulting played a major role in the transformation of business in America during the 20th century, in particular. Among many honors, he was awarded the Presidential Medal of Freedom in 2002, the nation's highest civilian honor. Much of his important work as an author, management consultant and professor was done at this house.

I have been privileged to have interviewed and written two books about Drucker: *Create Your Future the Peter Drucker Way*, published by McGraw-Hill and Brilliance Audio in 2013 and *Living in More Than One World: How Peter Drucker's Wisdom Can Inspire and Transform Your Life* (Berrett-Koehler, 2009). I've also written about him extensively for *USA TODAY*, *Leader to Leader* (where I am now Managing Editor), *American Executive*, and other publications.

The Peter Drucker House in Claremont holds special meaning for me. I interviewed Drucker there on two separate occasions, in January 2003 and April 2005, for my books. Separately on the same day in April 2005, I interviewed his wife Doris, as background material for *Living in More Than One World: How Peter Drucker's Wisdom Can Inspire and Transform Your Life*. Earlier, I had also reviewed her memoirs for *USA TODAY*. And in 2006, the year after Peter Drucker's death, I gave a private screening at the house to Doris Drucker of a video based on a different interview I conducted with him, *Peter Drucker: The Ultimate Knowledge Worker*.

The degree of inspiration embodied in the Peter Drucker House, symbolized by Peter Drucker's books, articles and his influence on countless individuals and organizations, is exceptionally strong. Having it listed on the National Register of Historic Places would be a fitting tribute to the ongoing importance of his life and work.

If you would like more information about my work on Drucker, or my impressions of the Peter Drucker House, I would be happy to oblige.

Sincerely,

Bruce Rosenstein
Managing Editor,
Leader to Leader

Ms. Amy Crain
State Historical Resources Commission
1725 23rd Street, Suite 100
Sacramento, CA 95816

Dear Amy,

As the State Historical Resources Commission reviews applications for listing historic and archaeological resources, I ask that you strongly consider Peter and Doris Drucker's former home, at 636 Wellesley Drive, in Claremont California, to be listed in the National Register of Historic Places.

Peter Drucker's significance in the social sector, and in business, has been profound. Not only around the world, but for me personally. I recall, when I was a young man, after reading many of his books, making a special trip to the city of Claremont—simply to see where this “larger than life” person taught and lived.

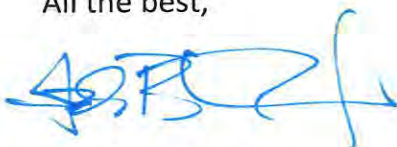
Dr. Drucker is best known for his extensive and ground-breaking work, which transformed the field of management in the 20th Century—writing 39 books and countless articles. Yet, what he is not known for as much, and is equally important to me, is the significant positive impact he had on human dignity and against oppression. For example, one of the most successful management authors and speakers alive today, Jim Collins, has stated on many occasions that Peter Drucker was equal in his impact to people in the league of Sir Winston Churchill.

His home, now a private museum and executive center of the Drucker Institute, is truly a landmark, but not only in Claremont. It is also an important symbol in the hearts and minds of those who knew and were taught by him, who were inspired and changed by his writing, and whose lives were and are made better—without even knowing who he was.

Amy, thank you again for your consideration.

If I can help in any way, please don't hesitate to reach out.

All the best,



Jack Bergstrand



September 16, 2017

State Historical Resources Commission
1725 23rd Street, Suite 100
Sacramento, CA 95816
Attention: Amy Crain

PRINCIPALS

E.J. "Buzzie" Bavasi

Peter Bavasi

Chris Bavasi

Bob Bavasi

Margaret Bavasi

Bill Bavasi

**Re: Peter Drucker House Nomination for Listing in
National Register of Historic Places**

Dear Ms. Crain:

OFFICES

Arizona

California

Washington

Tokyo, Japan

I am pleased to add my name to the list of Peter Drucker's clients, academic colleagues, business leaders and government officials who strongly support the nomination of the Peter Drucker House in Claremont, CA for listing in the National Register of Historic Places.

Peter Drucker's influence in creating the field of business management cannot be overstated. Through his work, beginning in 1933, as an author, educator and consultant, Professor Drucker shaped the way in which today's corporations, non-profits and even governments conduct the management of their business affairs.

Peter Drucker is widely credited as the founding father of the science of modern management, and his writings and teachings have influenced generations of business managers. I am one of them.

From 1985 until 1987, Peter served as the management consultant to the Cleveland Indians Baseball Club, where I was the team president. His contributions to the Indians during that period were both remarkable and historic.

Baseball performance is easy to measure. Winning and losing, and stadium attendance, is calculated daily in the box scores and published immediately by the local media and international wire services. Baseball team performance is not subject to interpretation. The daily results and the seasonal recap are there in black and white for all the world to see.

Peter Bavasi

1001 Genter, Suite 3-G

La Jolla, CA 92037

www.BavasiSports.com

Peter joined the Indians toward the end of our dreadful 1985 season, when the Cleveland team produced the worst won-loss record and the lowest attendance in Major League Baseball. As well, the Indians lost \$4.5 million on operations, which was a staggering sum in 1985.

The transformation of the Cleveland Indians began on the couch of Peter and Doris Drucker's living room at 636 Wellesley Drive in Claremont. Peter conducted most of his consulting sessions with me at his home; and then later with the Indians' field management staff at Anaheim Stadium, when our team was playing the Angels.

Peter's guidance and great good counsel to us and, by extension, to our Cleveland ballplayers produced one of the most remarkable turnarounds in baseball history.

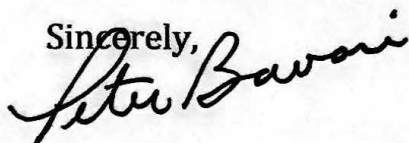
From a laughingstock team in 1985, the Indians became the talk of baseball in 1986. In just one season, Peter's affect on the entire Indians organization, both the baseball side and the business side, resulted in a record of 84-78, the best Indians field performance in 19 years; and a 125% increase in attendance, the highest Indians attendance since 1959; and an operating profit of \$250,000, the first profit the Cleveland club had achieved in nearly 30 years!

In the 1987 spring training issue of Sports Illustrated, the Indians were featured on the cover, with a headline that read: *"Indian Uprising: Believe it! Cleveland is the Best Team in the American League."*

We credit Peter Drucker entirely with the Indians turnaround. He was truly our MVP in 1986. And it all began on the living room couch at what is now the Peter Drucker House.

Thank you for permitting me to offer these comments, and to strongly support the nomination of the Peter Drucker House for listing in the National Register of Historic Places.

Sincerely,

A handwritten signature in black ink that reads "Peter Bavasi". The signature is written in a cursive, flowing style.

Peter Bavasi

From: jack beatty
To: [Crain, Amy@Parks](mailto:Crain.Amy@Parks)
Subject: Peter Drucker
Date: Sunday, October 29, 2017 11:45:15 AM

Dear Ms. Crain,

I'm writing at the behest of the Drucker Foundation. They asked me to urge you to designate Peter and Doris Drucker's house in Claremont a National Historic Landmark. I was honored to be asked and am pleased to comply.

On New Year's day 1950 Peter Drucker drove his father Adolph to Cambridge to visit Joseph Schumpeter, the eminent economist then teaching at Harvard and a colleague of Adolph's in the government of Austria-Hungary, that tragic confection of peoples broken up by the Great War. They swapped stories about the old days in Vienna. Then Adolph asked his friend what he wanted to be remembered for. "You know, Adolph, I have now reached the age where I know it is not enough to be remembered for books and theories," Schumpeter replied. "One does not make a difference unless it is a difference in people's lives." Peter Drucker lived by those words. His books and theories made a difference to people all over the world. He taught managers everywhere to manage humanely. He stressed the importance of respecting dignity and difference in the workplace. While never scanting the centrality of profit to business, he wrote that other values-- community, teamwork, social responsibility-- must have their due. It paid he told executives to do the right thing. Paid in Loyalty. Initiative. Innovation. His concepts--Management by Objectives, Effectiveness as against efficiency, the Knowledge Worker, the Decent Society, and the rest-- not only changed minds; they changed lives. Firms that followed Drucker were good places to work. His ideas put a human face on capitalism. Were they more honored in the breach than in the observance? Probably, the pressures of the bottom line being inexorable. But here and there-- from Tokyo to Detroit!-- they were adopted. And they remain as beacons of practical wisdom to guide future generations. From his study Peter Drucker lit those beacons. His house is a shrine to the moral possibility of enterprise. That's what you'd be honoring by conferring Landmark status on 636 Wellesley Drive.

Respectfully,

Jack Beatty

P. S. I am the author of *The Education of Peter Drucker*. As an editor at the *Atlantic Monthly*, it was my privilege to edit several of Peter's major articles.



**DEPARTMENT OF PARKS AND RECREATION
OFFICE OF HISTORIC PRESERVATION**

Lisa Ann L. Mangat, Director

Julianne Polanco, State Historic Preservation Officer
1725 23rd Street, Suite 100, Sacramento, CA 95816-7100
Telephone: (916) 445-7000 FAX: (916) 445-7053
calshpo.ohp@parks.ca.gov www.ohp.parks.ca.gov



October 31, 2017

J. Paul Loether
Chief, National Register of Historic Places/National Historic Landmarks Program
Keeper, National Register of Historic Places
National Park Service
Mail Stop 7228
1849 C Street, NW
Washington D.C. 20240

Subject: **Drucker, Peter, House**
Los Angeles County, California
National Register of Historic Places Nomination

Dear Mr. Loether:

The enclosed disk contains the true and correct copy of the nomination for the DRUCKER, PETER, HOUSE to the National Register of Historic Places. On October 27, 2017 in Sacramento, California, the California State Historical Resources Commission unanimously found the property eligible for the National Register at the local level of significance under Criterion B with a 1971 to 1995 period of significance. The house is eligible in the area of Commerce for its association with renowned management expert, advisor, author, and professor Peter Drucker, an internationally prominent figure in the business management field.

Ample scholarly research and evaluation of Drucker's significance, and sufficient historical perspective that his groundbreaking work transformed the field of business management in the twentieth century, warrants that Drucker House meets Criteria Consideration G. The property is nominated on behalf of the owner. Thirteen letters have been received to date. If you have any questions regarding this nomination, please contact Amy Crain of my staff at (916) 445-7009.

Sincerely,

Jenan Saunders
Deputy State Historic Preservation Officer

Enclosure