

United States Department of the Interior
National Park Service

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Not For Publication: Vicinity: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 ___ 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 ___ 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 ___ local

Applicable National Register Criteria:

___ A ___ B ___ C ___ D

<p>_____ Signature of certifying official/Title:</p>	<p>_____ Date</p>
<p>_____ State or Federal agency/bureau or Tribal Government</p>	

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

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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

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

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Number of Resources within Property

(Do not include previously listed resources in the count)

Contributing	Noncontributing	
<u>2</u>	<u> </u>	buildings
<u> </u>	<u> </u>	sites
<u> </u>	<u> </u>	structures
<u> </u>	<u> </u>	objects
<u>2</u>	<u>0</u>	Total

Number of contributing resources previously listed in the National Register 0

6. Function or Use

Historic Functions

(Enter categories from instructions.)

DOMESTIC/single dwelling

Current Functions

(Enter categories from instructions.)

RECREATION AND CULTURE/museum

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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 and 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.

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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.

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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

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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.

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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

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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

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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 a professor at Claremont Graduate University, which named its school of management after him; 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; and as the author of 39 books—25 written in the house—and more than 1,500 articles, that inspired business leaders worldwide. 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 at 636 Wellesley Drive 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 ground-breaking work transformed the field of business management in the twentieth century. Drucker House meets Criterion 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

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.

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the Marie Rankin Clarke Professor of Social Science and Management at Claremont Graduate 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.

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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."

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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.

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, http://www.druckersociety.at/index.php?option=com_content&view=article&id=50&Itemid=40 (accessed July 2017).

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.

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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.

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"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.

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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 managers, and

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.”

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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.

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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 50 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*.

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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.

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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): _____

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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.)

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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

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- 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

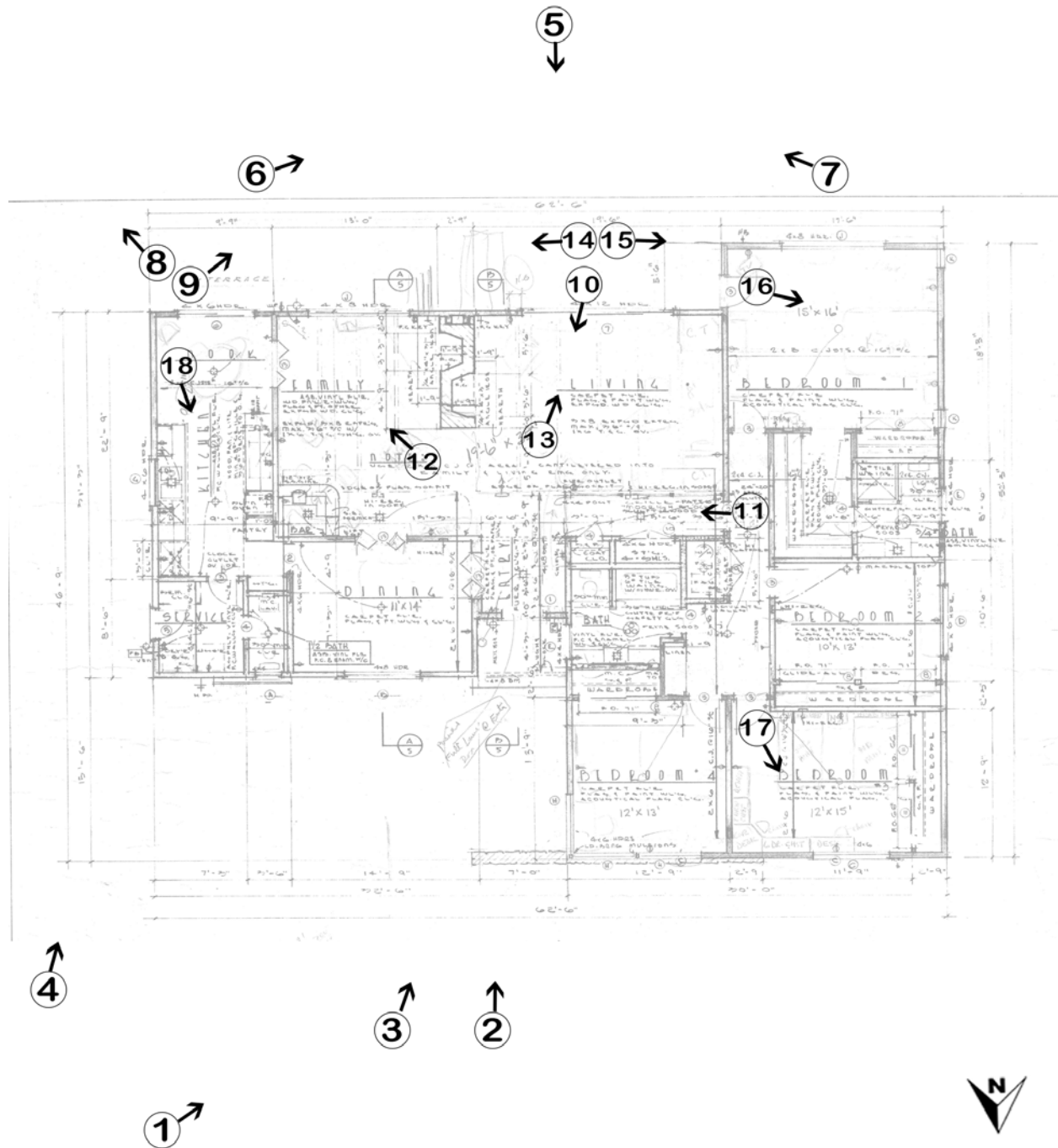
Paperwork Reduction Act Statement: This information is being collected for applications to the National Register of Historic Places to nominate properties for listing or determine eligibility for listing, to list properties, and to amend existing listings. Response to this request is required to obtain 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.

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Sketch Map/Photo Key



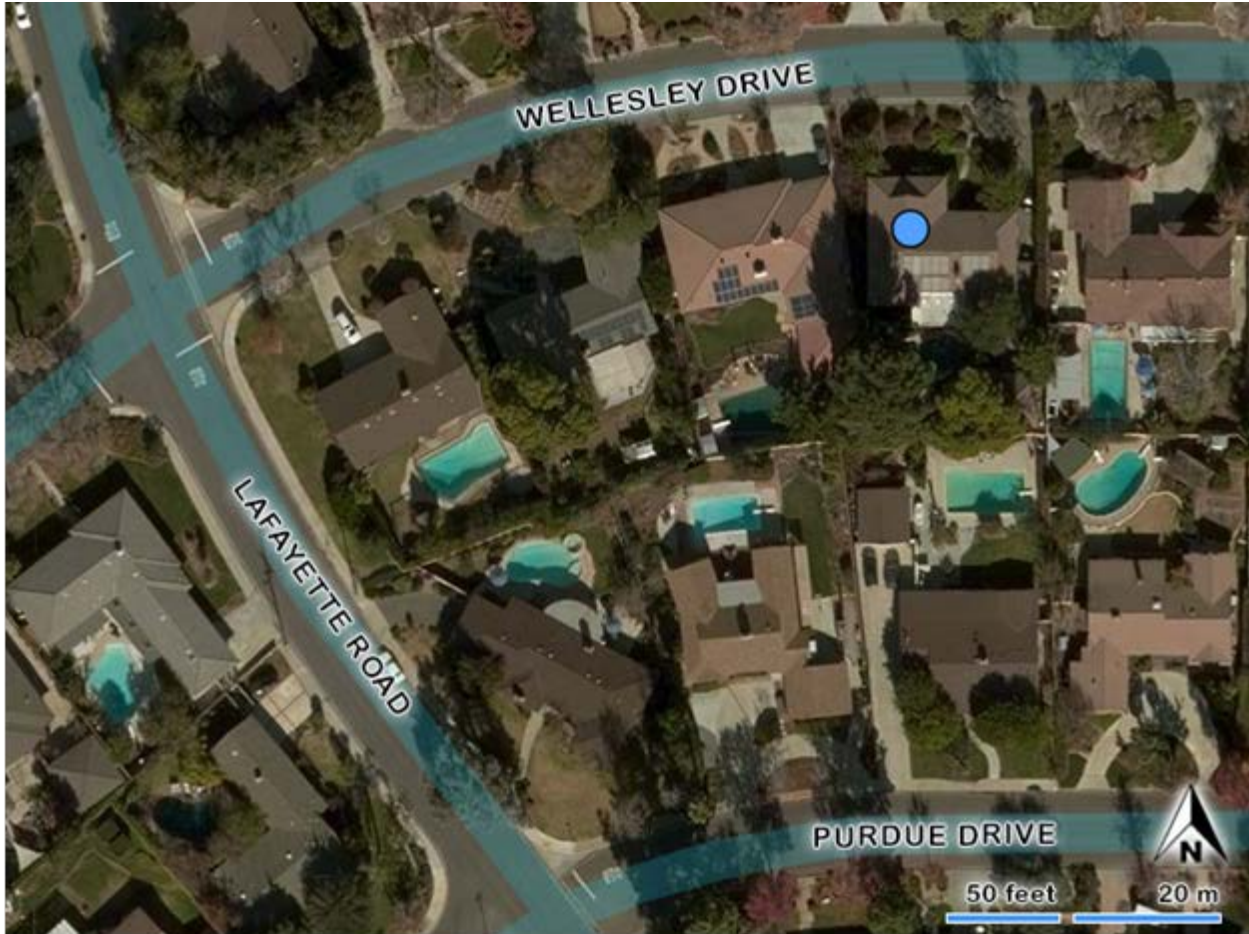
Drucker, Peter, House
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Figure 1. Location Map

Latitude: 34.110309

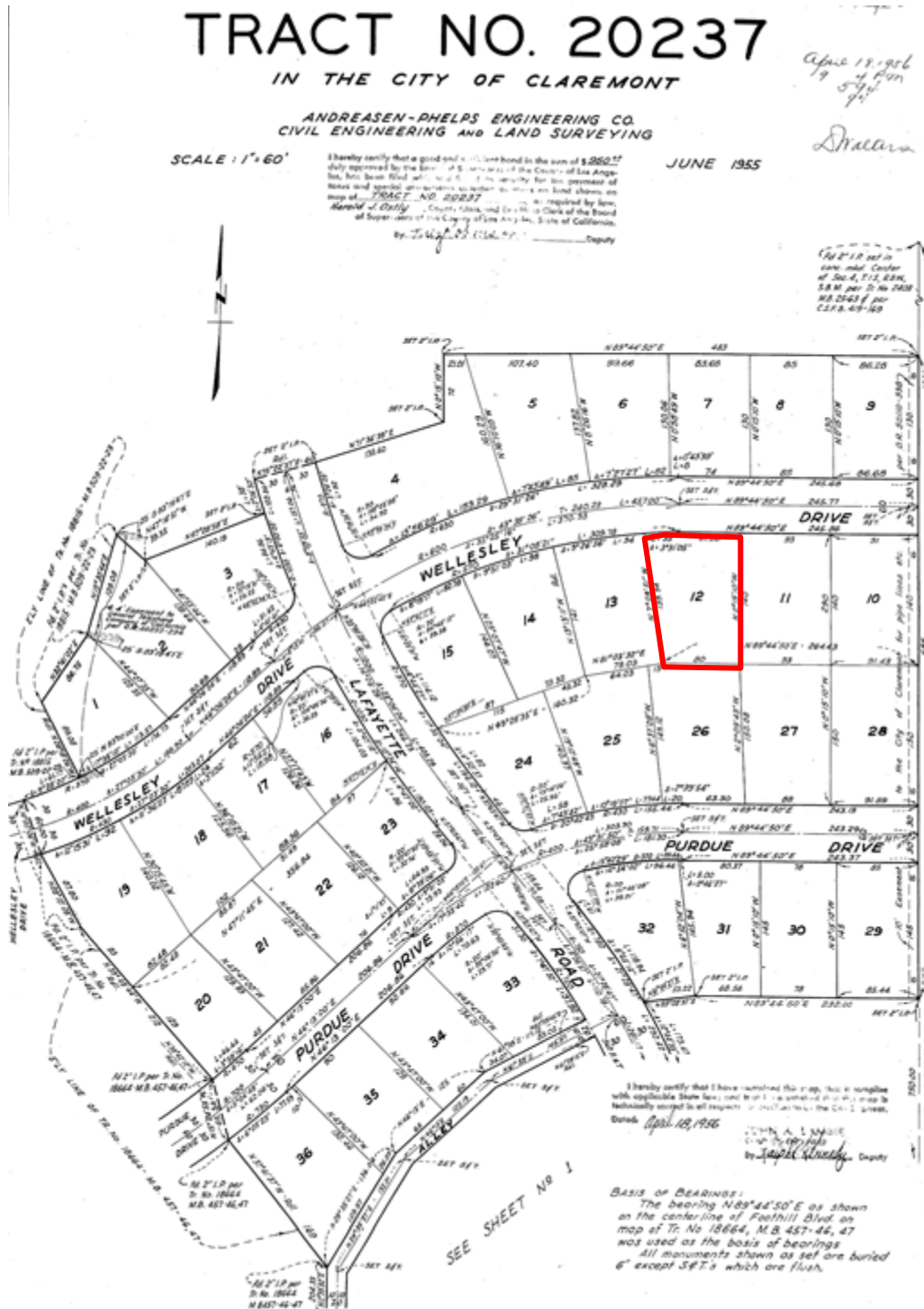
Longitude: -117.725347



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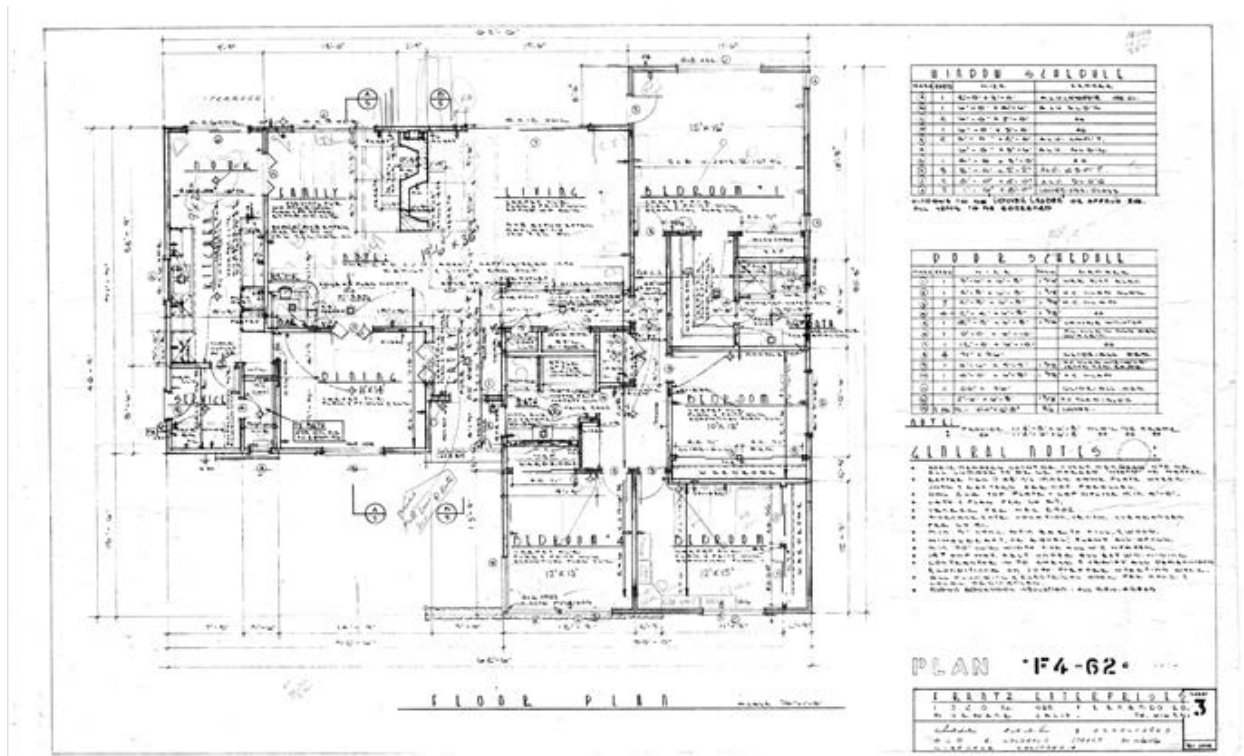
Figure 2. Tract Map



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



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**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.**



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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.



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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).

