



EXECUTIVE
MANAGEMENT
PROGRAM



 The
**DRUCKER
SCHOOL**
CLAREMONT GRADUATE UNIVERSITY



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Discover the *Drucker Difference*

The Drucker School was established 35 years ago when Peter Drucker, the father of modern management, launched our Executive Management Program (EMP). This program is deeply ingrained in our culture and purpose. At many business schools, the EMBA is an afterthought; at Drucker it is at the core of our mission. Our faculty are passionate about teaching mid-career professionals, and much of their research and writing is aimed at current managers and leaders who have the maturity and experience for putting their insights into practice.

At Drucker, the EMP is a source of enormous pride and the focus of much of our institutional and intellectual energy. Here, the learning is intimate and engaging, the classes challenging and provocative, the environment respectful and aspirational. There is an excitement here that we call “The Drucker Difference”—a palpable sense that what we do and who we are matters and has a significance well beyond the classroom. We not only impart skills, but we also convey values. We want our EMP graduates not just to achieve and succeed, but also to exercise courage and to leave behind a socially significant legacy. We train our EMP students to be both competent and compassionate, analytical as well as intuitive, and to become not only more effective managers, but also ethical leaders.

If you're looking for an executive management program that can be individualized and flexible, where you will learn from world-class professors as well as fellow mid-career students, and a place where values matter along with value-creation, then you have come to the right place.

A handwritten signature in black ink, appearing to read 'Hideki Yamawaki'.

Hideki Yamawaki
Academic Dean and Professor of Management

Out of **296** business schools in the nation, the **Princeton Review** ranked **The Drucker School** in the **Top 10** for overall classroom experience, and **#5** for Best Faculty.

What do you want to be remembered for?



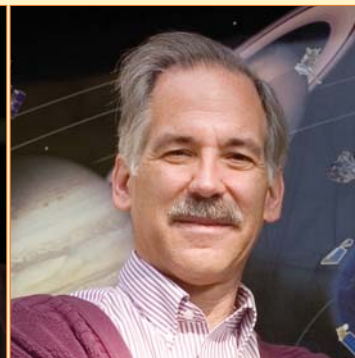
PAUL POPE: EMBA alumnus
Owner of Pope Mortgage

"I don't want to be just another banker. I want to be the right kind of the leader for today, to make sure my management style is appropriate and effective in all the situations I encounter."



SHIRLEY FISHER: EMBA alumna 2006
Lieutenant for the L.A. County
Sheriffs Department

"The Drucker School couldn't have been a better fit for me. I am always striving to bring out the best in myself and in others, which is what this school is all about. I want to focus on what I can achieve in order to help someone else achieve."



GREG DAVIS: EMBA alumnus
Chief Technologist, Mechanical Engineering at Jet Propulsion Laboratory

"It's exciting to be part of an institution that teaches cutting-edge management and business tools, but doesn't feel pressured to operate exactly like everyone else."

Peter Drucker, the world's most influential business consultant, whose thinking transformed corporate management, posed this question to everyone from students to CEOs. It's an inquiry that pushes you to see yourself as a different person—the person you can *become*.

At the Peter F. Drucker and Masatoshi Ito Graduate School of Management, we want you to consider this question for yourself.

Students in our Executive Management Program (EMP) have successful careers. **They come to Drucker because they know they want more.** Further career advancement. Greater job satisfaction. Profound professional and personal growth. The opportunity to make a bigger difference, whether in their current company or on an entirely new career path.

We aim to create leaders who **do well AND do good**. Who are **productive AND purposeful**, who achieve **professional success AND social impact**, who are **effective managers AND ethical leaders** in all sectors of society—business, government and not-for-profit organizations. It is a noble endeavor, distinct among graduate institutions of management. That's what we call **the DRUCKER DIFFERENCE**.

What do you want to be remembered for? When asked that question himself, Peter Drucker replied, “That I helped a few people achieve their goals.”

Let us show you how the **DRUCKER DIFFERENCE** can help you achieve your goals. **We are committed to your success.**

Are you
looking
for a more
rewarding
future?

When you enroll in the nationally recognized Drucker Executive Management Program (EMP), you're making a significant investment in your life that reaps immediate rewards.

YOU'LL BENEFIT FROM:

- **FLEXIBILITY.** We are the only EMBA program in the nation to offer you six different entry points and individualized scheduling through both part-time and accelerated full-time options. We are not a cohort or lockstep program.
- **PERSONALIZED CURRICULUM.** You can customize your EMBA to fit your professional and educational needs. Half of your Drucker EMBA course-work is comprised of elective units.
- **INTIMATE ATMOSPHERE.** Our average class size ranges from 15-20 students. You are valued as an individual and encouraged to participate in class discussion and get involved beyond the classroom.
- **RENOWNED FACULTY.** Our faculty is dedicated to your success. They were recently ranked in the TOP TEN out of 296 business schools in the nation by The Princeton Review.
- **ENGAGING COMMUNITY.** You are more than an EMBA student; you are part of a larger community of Drucker faculty, staff, alumni and peers, providing you with numerous opportunities to network throughout the world.
- **GLOBAL PERSPECTIVE.** Our EMBA program is comprised of students from around the world and across a broad spectrum of industries, which adds to your learning experience. In addition, you have the option of taking global management courses on campus, as well as the option to participate in study abroad programs in Costa Rica, Oxford, England and Hong Kong.

YOU'LL LEARN:

- Management skills to meet the demands of an increasingly complex, global economy.
- The role of ethical and effective leadership in today's business environment.
- Strategic decision-making skills.
- Better business practices and financial analysis skills.

“ I want to grow every day and improve the lives of people I come in contact with; that is why I attend the Drucker School. ”



Jimmy Tsai
EMBA student and Business Owner

I knew I wanted to go back to school after my parents abruptly announced their retirement from the family business they established almost two decades ago. In part I was intimidated by the new responsibilities I had to assume, but mostly I wanted to become a better leader, to acquire additional knowledge and skills to prepare me for my new role. As a business owner, my obligation is not only to provide the best for my customers, but for my employees and their families as well, and that responsibility prompted me to find a program that covered all aspects of business management.

Having grown up in Claremont, I was keenly aware of the quality of the Drucker School's curriculum. I knew I wanted to attend a program that would let me balance pursuing a degree with my busy work schedule and family responsibilities. My decision to enroll in the Drucker program was driven by the flexible scheduling and the selection of courses covering all aspects of business management, as well as the emphasis on leadership. The program has certainly helped me become a more effective leader.

As I continue with the program, I thoroughly enjoy the personal approach of the faculty and staff, the intimacy of small classes, and the knowledge that is shared between professors and students. I want to grow every day and improve the lives of people I come in contact with; that is why I attend the Drucker School.



Every time a new class schedule comes out, I can't wait to meet with my program advisor to research and choose the classes that will benefit my career and help me reach my goals.



Johannah Bradley

EMBA student and Director of Category Management at Warner Bros.

When I first thought about enrolling in a graduate program, I wasn't sure I could fit it in with my existing obligations. I have two young children, a family life, and a job for one of the best entertainment companies in the world, where I do creative and challenging work both individually and as part of a team.

I researched other programs and the time demands made me think I couldn't complete a graduate degree at this point in my life. But when I looked into CGU, I decided that I would take a chance because the flexible structure of the program was so much more accommodating than others I had considered.

I am enjoying the program. I have been able to make it work with my busy life and it's become very exciting to me. Every time a new class schedule comes out, I can't wait to meet with my program advisor to research and choose the classes that will benefit my career and help me reach my goals.

I've found my professors to be really on the ball and knowledgeable, and it's rewarding to see how they combine their research with what they teach in the classroom. I look forward to each new class because I know that I will be able to learn more skills that will help me continue to succeed at work and in my career.

What makes DRUCKER different?

The Executive Management Program (EMP) is designed for working professionals. We understand you may be concerned about returning to school, so we have designed our program to help you, as managers and executives, transition back into academic life. Our goal is to make your classroom experience enjoyable while providing the knowledge and intellectual challenges that you expect.

Typically, only students within the EMP are allowed to enroll in Executive Management courses, assuring you valuable classroom interaction with your peers and the opportunity to network as well as leverage ideas from different industries and other types of organizations. Our students hail from a remarkable range of backgrounds in the public, private and not-for-profit sectors, from CFOs to surgeons, entrepreneurs to engineers, small business owners to scientists, corporate consultants to consumer retail specialists.

We offer flexible scheduling and a customized curriculum to fit your needs and interests.

- Our program consists of three 14-week semesters divided into six 7-week modules each year.
- The EMBA program can be completed in as little as 18 months or as long as 7 years, depending on the course load you choose to assume.
- Classes are offered weeknights from 7 p.m. to 10 p.m. and Saturdays from 9 a.m. to noon and from 1 p.m. to 4 p.m.
- We offer intensive courses that are completed in compressed time periods—some in as little as two weekends of coursework.
- You may also choose to take elective classes offered by other CGU schools to further customize your educational experience.

U.S. News ranks **The Drucker School** as a “Best Business School” in their latest *America's Best Graduate Schools* issue based on factors such as peer assessment and student selectivity.

PROGRAM
OPTIONS



Which
degree
is right
for you?

→ EXECUTIVE MBA (EMBA)

The EMBA provides you with a solid foundation of core courses in the traditional disciplines, while also allowing you to take half of your coursework as electives so you can tailor your experience to match your interests and goals.

48 units total

- 16 units of core courses
- 8 units of an emphasis in Strategy or Leadership
- 24 units of electives

→ MASTER OF ARTS IN MANAGEMENT (MAM)

The MAM degree appeals to students who want to build management skills but don't desire or need a full EMBA. There is an emphasis on core management disciplines, strategy and leadership, and electives that allow the degree to be customized.

32 units total

- 12 units of core courses
- 6 units each of Strategy and Leadership
- 8 units of electives

→ MASTER OF SCIENCE IN ADVANCED MANAGEMENT (MSAM)

The MSAM is an innovative, post-masters degree for senior-level executives who received an MBA earlier in their careers and are looking for a relevant updated coursework to match their changing responsibilities. This degree offers a concentration on leadership, strategy, and critical thinking skills for managers in corporate, private, not-for-profit, and governmental organizations.

32 units total

- 12 units of research
- 20 units of electives

→ EXECUTIVE CERTIFICATE PROGRAM

The Executive Certificate Program consists of groupings of two to four classes designed to help you sharpen your management skills, gain new tools and insights, and increase your effectiveness as a leader. The Certificate Program is also an ideal way to get acquainted with our Executive Program. Credits earned toward a certificate can be transferred into a degree program.

We offer certificates in:

- **Strategy (8 units)**—Allows you to explore fundamental elements of strategy formulation and enhances your ability to think and act strategically, as well as implement decisions based upon these skills.
- **Leadership (8 units)**—Examines what it means to lead in today's world as you learn ways to effect meaningful change and performance from yourself and those around you.
- **General Management (12 units)**—Gives you added tools in quantitative methods, accounting, corporate finance or other core courses. The tailored format, drawing on core courses, is an excellent path for newcomers to business to build necessary skills and also serves as the perfect foundation for the Executive MBA.

What can the Drucker School do for you?

From the moment you begin considering our program, the staff at Drucker is committed to making your time here as easy as possible so you can focus on what's most important: *making the right choices for you, getting the most out of your Drucker education, advancing your professional career, and having time to enjoy your personal life.*

FOR PROSPECTIVE STUDENTS:

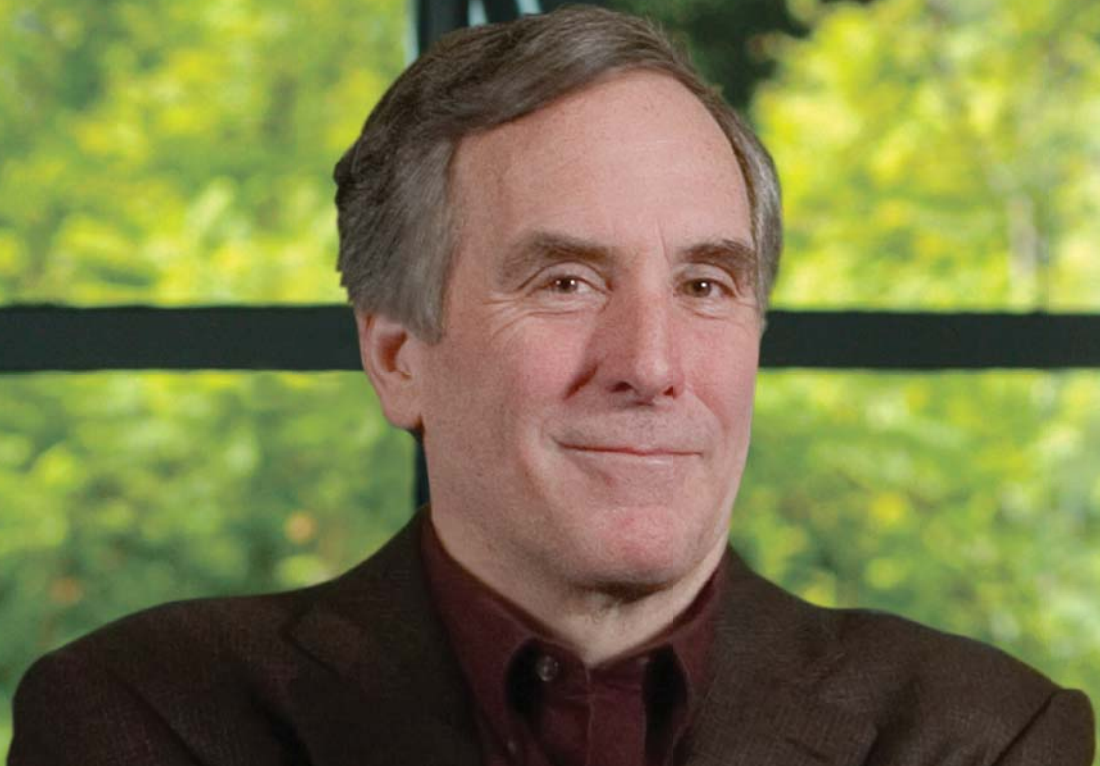
- We make it easy to get the information you need. Our conscientious follow-up and consistent communication and accessibility sets us apart from other schools.
- To help you decide if the Drucker School is right for you, we will arrange for you to sit in on classes, and will connect you with faculty members, alumni, or current students, so that you can get first-hand information.
- Our advisors are dedicated to making sure you fully understand our range of programs and help you to choose the one that is right for you.

FOR CURRENT STUDENTS:

We are committed to helping you adjust to the challenges of returning to school, while maintaining your desired focus on your professional and personal life.

- Our academic advisors coach you in the development of a meaningful educational plan compatible with your professional career goals.
- For your convenience, you may register online or in person.
- You will be assigned a primary contact person on our staff who can assist you with all of your questions. When you need help, you don't have to wonder who to call.
- Once you register for classes, we mail you all textbooks and course packets.
- We provide meals before every class, giving you an opportunity to eat, study, relax and network with other students and faculty.
- Worried about writing papers? Our writing center can assist you in polishing your skills.
- Our Office of Career Management aids you in achieving your career goals by providing highly-personalized, comprehensive career development services.

Clinical Associate Professor and Academic Director Jay Prag

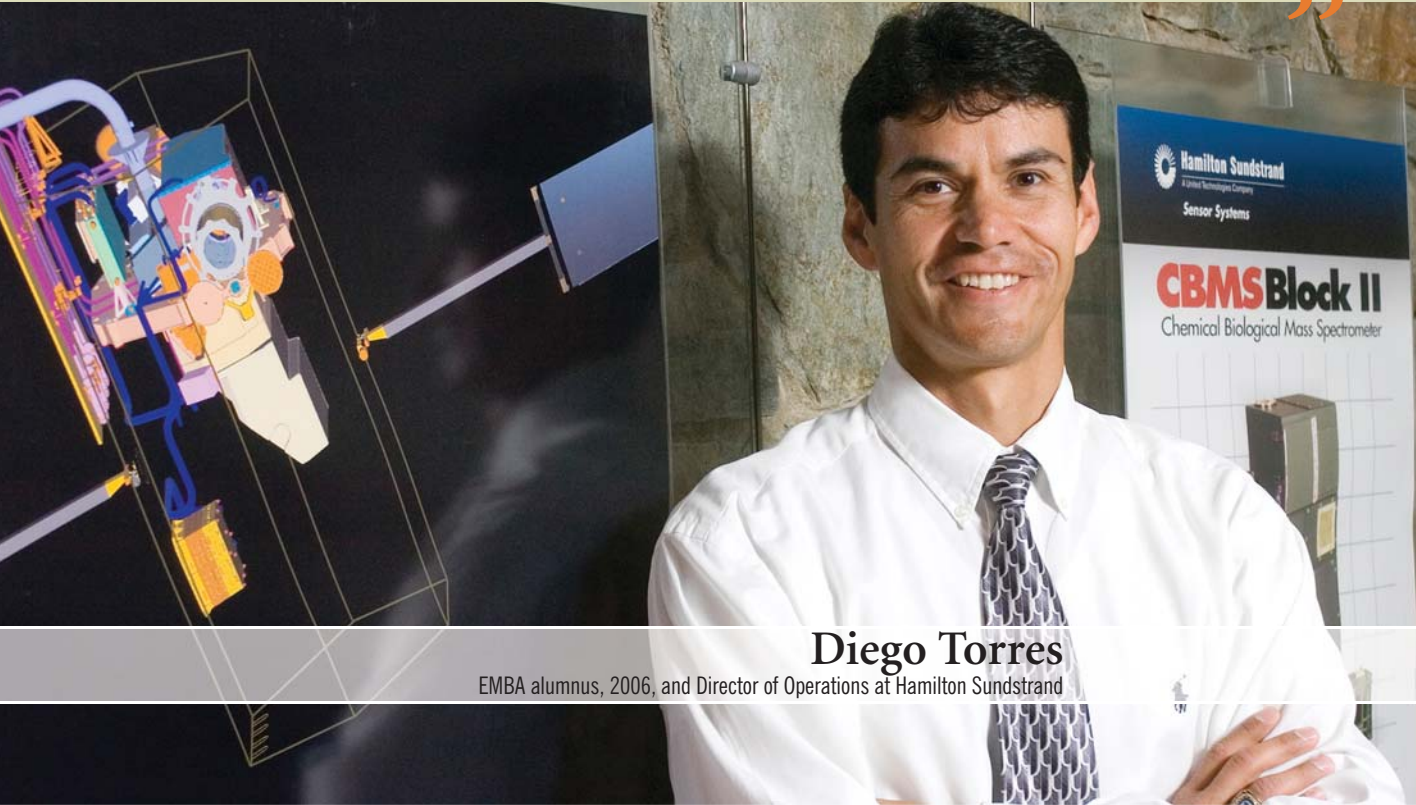


Peter Drucker was famous for many things but one that surprises many people is his belief that executives needed an MBA program that was geared toward their unique needs. He knew that the modern executive was a functional expert: an engineer, a banker, a computer programmer, or a rocket scientist but they had very little formal training in business. They needed a place to go where outstanding teacher-scholars would teach them everything from Corporate Finance and Accounting to Leadership and Strategy. Peter Drucker was, in effect, the father of the Executive MBA and I am proud to be the Academic Director of his visionary program.

Many people see the name Peter Drucker on our school and they assume that we teach only the thoughts of the great man. He would not have approved of that. He was a life-long learner and he wanted his colleagues and his students to learn, to become broadly-skilled critical thinkers. I like to say that we are the school where Peter Drucker spent most of his academic career, but he chose to do that because we are an outstanding school with some of the best business teachers in the country. Those of us who are teaching here now came here for the same reason that Peter did: to engage with outstanding students and to help them become better business people.



I found I could take the lessons that I learned in class and immediately put them to work in my job. The EMP greatly helped to advance my career. Since the time I began the program, I have been promoted twice.



Diego Torres

EMBA alumnus, 2006, and Director of Operations at Hamilton Sundstrand

The EMP program changed my career and my life. I am a project engineer working in aerospace. When I enrolled in the EMP program at CGU, I expected my classes to focus on financial management skills. As an alumni, I find that I gained a lot more.

The financial skills I learned—how to use financial tools to analyze and forecast business trends—exceeded my expectations and made me a better manager. I was really impressed by the program's emphasis on leadership. I learned that leadership is responsibility for results and to be an effective manager you must have high integrity based on core principles and values. I learned that character, not charisma, is what counts. In my classes on *Flow* and leadership, I learned what gives meaning to people's lives, how important work is to employees, and how I might tap into a person's potential.

I learned countless things from Peter Drucker: knowing my customers, making the right decisions based on integrity, and how the success of a business relies on measuring against objectives. I learned how effective managers create a positive work environment while holding people accountable for results, and how good leaders truly embody and believe in their objectives. The self-management classes made me a better manager and a better person by teaching me how to control reaction and focus on problem areas. This class also improved my personal life since I can use these techniques at home.

I found I could take the lessons that I learned in class and immediately put them to work in my job. The EMP greatly helped to advance my career. Since the time I began the program, I have been promoted twice. I currently am a director of operations and run an organization with 80 people.

Is the EMP a good fit for you?

Candidates for the Executive Management Program must possess a minimum of:

- Five years of senior-level management experience
- A U.S. bachelor's degree or its equivalent

We evaluate applications on a holistic basis, weighing professional experience, academic performance and promise, personal characteristics, achievements, and goals. We desire people who are not just looking to learn from the faculty, but who respect the classroom and their fellow classmates.

Drucker EMP students come from an incredibly broad spectrum of industries—corporate, private, governmental and not-for-profit—and a wide array of ethnic backgrounds. This diversity introduces a variety of perspectives into the classroom, generating lively and insightful discussions. Your peers will provide you with a greater understanding of today's business community, both domestically and globally, by offering an array of experiences and fresh viewpoints.

The Executive Management Program is looking for people who are successful in business, yet wish to prepare for future advancement. We seek to enroll well-rounded individuals who possess strong analytical and communication skills, as well as a record of advancement in management.

Summary of our EMP students*

Average age	42
Average number of years of management experience	14
Percentage of women	48%
<i>Backgrounds and industries represented:</i>	
Manufacturing	24%
Not-for-Profit	20%
Health Care	10%
Aerospace/Technology	10%
Government/Public Sector	7%
Consumer Products	7%
Financial Services	4%
Other	18%

*Fall 2008 statistics



The Drucker School was ranked #5 for Best Professors out of 296 business schools nationwide



Peter Drucker set the standard for faculty whose teaching and research consistently influence management practice. Our faculty produce important research and publications and guide private, public, and not-for-profit organizations worldwide. They are passionate about teaching, collegial with you, and involved in shaping your future success. They recognize that you possess valuable knowledge and experiences that will enhance the learning experience. Our faculty may counsel a business leader and share the insights with you in the class the next day. Or a professor might impart to a top-level executive a fresh perspective gleaned from you during our lively, smart classroom discussions.

The core faculty in our Executive Management Program are dedicated to academic excellence and cutting-edge research. We would like to introduce them to you, and encourage you to attend one of their classes or to meet with them one-on-one to discuss your interest in the Drucker School.

OUR FACULTY

MURAT BINAY is an expert in corporate finance, investments, and institutional investors and a member of the American Finance Association, Western Finance Association, and Financial Management Association.

JENNY DARROCH has consulted for local and central governments, banks, high technology firms, retailers, and fast moving consumer goods manufacturers and importers and has published extensively in the areas of interface between marketing, entrepreneurship, and strategic brand management. Her research focuses on entrepreneurial marketing, particularly in innovations that drive markets by changing consumer preferences and behaviors and the marketing practices that inspire them.

JEAN LIPMAN-BLUMEN served as special advisor to the Domestic Policy Staff under President Carter. She is the author of six books—one nominated for the Pulitzer Prize—and more than 70 articles on public policy, management, leadership, crisis management, and gender issues.

JOSEPH A. MACIARIELLO is an expert on Peter Drucker's management philosophy, management control systems, managing inter-organizational projects and cost management and is coauthor with Peter Drucker of the bestselling book, *The Daily Drucker*. He is the Director of the Drucker Institute and founder of our one-of-a kind gateway course, "The Drucker Difference."

JAMES MILLS is the Co-Academic Director of Claremont Graduate University's Financial Engineering Program. He served on the faculty of the American Graduate School of International Management (Thunderbird) for 25 years and was co-director of the Thunderbird International Banking Institute. He has been active in consulting and training internationally for both non-financial corporations and commercial banks over the last 20 years. He consults and teaches corporate courses in the areas of treasury management, asset/liability management and financial risk management.

KATHARINA PICK researches the internal group dynamics of corporate boards of directors with a particular focus on the psychology of board membership, speaking up behavior, and board process in decision-making and conflict resolution. Other research interests include gender and leadership, role negotiation and social identity in high status groups, and sensemaking and diffusion of deviant organizational behavior.

JAY PRAG is an expert in corporate finance, investments, economics of strategy, and macroeconomics. His newest course developed for the EMP program is "Game Theory and Decision Making." He is credited with bringing the Drucker legacy to Harvey Mudd College in his course "Approaches to Leadership."

VIJAY SATHE has taught in executive education programs in the U.S. and Europe, and has published four books and numerous articles in academic and professional journals. His research focuses on better understanding what drives successful startups backed by venture capital. His latest book is based on his management course in Revitalization, which explores the requirements to revitalize both organizational performance and morale.

JAMES WALLACE is an expert in accounting with extensive private industry experience, including work as an auditor in public accounting and as a division controller for a major healthcare provider. His research looks at the information content of alternate performance metrics such as Economic Value Added (EVA). His work has been widely cited in the popular press, appearing in such sources as *The Wall Street Journal*, *Fortune*, and *CFO Magazine*.

HIDEKI YAMAWAKI is the Academic Dean of the Drucker School, and an expert in the competitive area of international business. His latest book is *Japanese Exports and Foreign Investment; Imperfect Competition in International Markets*. Professor Yamawaki has consulted with international institutions including the European Commission, the World Bank, and the OECD.

LAURA ZUCKER is the Director of CGU's Arts Management Program and teaches a core Arts Management course, the Theory and Practice of Arts Management. She has been Executive Director of the Los Angeles County Arts Commission since 1992. Previously, she headed the California Cultural Tourism Initiative, and is the author of a regional study of individual artists as part of the California Arts Council's economic impact study on the arts.

U.S. News ranks **The Drucker School** as a "Best Business School" in their latest *America's Best Graduate Schools* issue based on factors such as peer assessment and student selectivity.

Do you want
networking
benefits that
last a lifetime?

As an alumnus of the Drucker School, you will join a prestigious and diverse network of more than 4,000 graduates who have gone on to make a difference in companies and organizations around the world. Students have gone from being project engineers to directors in the aerospace industry, IT specialists to strategic planners in the healthcare industry, and project managers to finance directors in the entertainment industry.

YOUR LIFE-LONG ALUMNI BENEFITS:

- **Networking and professional development events**, including conferences on issues such as women within leadership, not-for-profits, corporate governance, board development, environment and entrepreneurship.
- **Life-long membership in the Drucker School Alumni Association.** This organization engages alumni in lifelong partnerships and builds relationships with current students, the Drucker School, and management communities.
- **Course enrollment** at the Drucker School for 50% off, and audit courses (with professor approval) at no cost for life.
- **Access to a wide range of career and professional development services** through our Office of Career Management at no cost.
- **Faculty-led alumni trips** for your professional edification and personal enjoyment. Past trips have included marketing updates in Napa Valley, an innovation retreat in Montana, and discussion of revitalization and strategy in New Mexico.
- **Project-based alumni groups** that keep you engaged, allowing you to design strategic plans for the School, by giving back your expertise through projects that promote the fusion of day-to-day management philosophies and company/industry cultures.

“
When I got here, I expected a program focused on finance and strategy.
What I got was a program that made me think about possibilities.
”



Sujin Choi

MSAM Alumna and Investment Banker for the Industrial Bank of Korea

When I got here, I expected a program focused on finance and strategy. What I got was a program that made me think about possibilities. About how to be creative and innovative. About how to ask questions. Traditionally, we think that one plus one equals two, but here we're encouraged to ask, "why can't it add up to three?" Not in an irresponsible or unethical way, but in a way that explores creative possibility.

The instruction that I think of as important in a management program is here, but I also learned that there can be other ideas and that the answers are not always what I anticipated. In my culture, we are expected to be the same, to blend in. This is not a bad thing, but it is exhilarating to explore new ways of thinking.

This type of innovation, leadership, and broader thinking is woven throughout the program. I learned about a different way of doing business; it's more progressive and ultimately more strategic because it takes into account competition, sustainability and externalities. It showed me that each person has his or her own way, and we don't have to agree, but we can respect and enjoy individuality.

Coming to CGU has given me an opportunity to think about my whole life in an unexpected way, to learn about real diversity, to learn from other students and to understand how and why they think in the ways they do. The teachers and the school's ideals enabled me to do this, and it is something that I now practice daily upon returning to my company in Korea.

“After seven years as a project manager at Twentieth Century Fox, I was able to combine what I’d learned in the world of entertainment media with my MBA studies, and land an amazing new job.”



Patrick Williams

EMBA Alumnus and Director of Finance and Operations for iHollywood Forum

This is such an exciting time for me. I was recently hired as the Director of Finance and Operations for iHollywood Forum, a company that creates digital media and mobile entertainment conferences around the world. After seven years as a project manager at Twentieth Century Fox, I was able to combine what I’d learned in the world of entertainment media with my MBA studies and land an amazing new job.

I’ve been asked to make a presentation on behalf of iHollywood Forum to the chairman and president of the Motion Picture Association of America. I will be incorporating research from my thesis on Piracy of Digital Media Worldwide and presenting it to the organization that significantly aided me with that research.

I decided to pursue an MBA because I felt my career was becoming too specialized in technology and I wanted to ensure that I would have opportunities for growth in the future. I’m so happy that I chose the Drucker School. The experience changed my life and opened my eyes to global markets and the issues that many corporations are facing. The strategy coursework was second to none. In comparing my coursework with that of my peers from UCLA and USC, I found that the Drucker program gave me an edge, especially in the entertainment field. The program not only introduces students to strategic concepts, but lets us apply these concepts in each class session.

In the future, I hope to run organizations as either a CEO or COO. I know that as my business development skills grow, they will enable me to realize my ultimate dream of operating my own company.

Do you want a partner in your career development?

The Drucker School Office of Career Management is there to help you achieve your career goals by providing highly-personalized, comprehensive career development services. We partner with you as your own personal career consultants, so that your career planning is supported both by our structured services like career counseling and workshops and your own active participation via our self-assessment tools and pro-active job search techniques. This partnership ensures a successful transition from graduate school to a fulfilling career. We offer:

EMBA Entry Evaluation. As a part of your EMBA experience at the Drucker School, you will participate in an innovative leadership development process via a series of inventories and an executive coaching session.

Preparation and skill refinement. Our Preparing for Success Workshops offer valuable assistance in crucial self-marketing skills including creating a winning resume, honing interviewing skills, job-winning interview preparation methods, and proven techniques for negotiating job offers and compensation packages effectively.

Research and resources. For those looking to make a career transition to another industry, we help you determine your optimal profession and find the job opportunities right for you. This includes researching industry profiles, forecasting employment trends, and salary information. Our office has a valuable agreement with DBM, the world's leading provider of career management programs, that gives you expanded access to job leads and other networking opportunities in your industry.

Connections and networks. Drucker alumni are located in all 50 states and in over 57 countries. With your degree from the EMP, you will be connected to a global network of professionals, many of whom will be industry contacts working in companies of interest to you. You will have access to this alumni database for one-on-one discussions about your career goals. We also routinely host guest speakers from top companies to present their on-the-job experience, plus host on-campus recruiting events. Drucker School alumni are also available to you via our Alumni Mentoring Program, and our special Industry Night events.

How can you get involved at the Drucker School?

There are many opportunities for Executive students to participate in Drucker student life. Here are some of the ways you can get involved beyond the classroom:

- **Executive Drucker Student Advisory Board (DSAB)** — For students who want to get involved in helping the administration understand and be aware of student needs and trends, the DSAB has been chartered to serve the needs of our Executive Management students.
- **Drucker School Student Association (DSSA)** — This is the school's primary student governing body. DSSA oversees clubs such as: the Entrepreneurship Club, Finance and Investment Association, Marketing Association, Management Consulting Association, Net Impact, and the Drucker International Club. DSSA focuses on the enhancement of student life, and serves all of the Drucker School's programs.
- **International Place (I-Place)** — For our international students who would like extra support regarding their scholastic and social experience at the Drucker School, I-Place is an active multicultural center that provides services and resources for the Claremont Colleges.
- **The Drucker Institute** — Located on campus, the Drucker Institute preserves and promotes the legacy and teachings of Peter Drucker. The Institute is home to both the physical and digital archives of Peter Drucker's work. The Institute also coordinates seminars and conferences bringing together people from public, private and educational sectors to talk about current events.
- **The Claremont Colleges** — In addition to the many speakers and conferences hosted at Claremont Graduate University, our students can take advantage of events at any of the seven Claremont Colleges. We regularly welcome world-class speakers from politics, business, and economics over the course of the year. Visit www.collegescalendar.org for a complete listing of events.

“
When I started in the program, I had only a vague notion
that this knowledge would be useful at some point in the future.
But what I’m finding is that it is useful right now.
”



Joan Sinclair

EMBA student and Academic Dean for Mayfield Senior School in Pasadena

I am astonished by how much of my coursework I’ve been able to take back to my job and use immediately. When I started in the program, I had only a vague notion that this knowledge would be useful at some point in the future. But what I’m finding is that it is useful right now.

I was recently asked to review a report for my school and write the draft of the finance section. During the process, I discovered that the report required the use of a formula which I had *just* learned about in class.

The flexibility the professors give us in choosing assignment topics lets students pick issues that correspond to our professional interests. For an example of “unexpected successes” for Professor Csikszentmihalyi, I wrote about home-schooling and the charter schools movement in relation to the rising cost of private-school tuition. One of the benefits of that paper was getting to explore how many statistical resources are readily available in regards to education. For a longer paper on the subject of innovation in the same class, I tackled the topic of how to get high-school teachers to introduce more inquiry-based projects into the curriculum.

At work, I send the teachers a weekly schedule bulletin that concludes with inspirational quotations, and I’ve been drawing heavily on Professor Csikszentmihalyi’s book on creativity, as well as on Peter Drucker’s work.

“ Over the past year, I have clearly seen a difference in how I view the world and how I approach the social issues that impact my profession. ”



John Perez

MSAM student and Commander, Pasadena Police Department

As a police executive, I am always focused on ways to improve my institution's effectiveness and create a shared vision of public safety. As a student, the learning environment at Claremont is unlike anything I have experienced in the past. On my initial visit to the school, I quickly understood how much the administrative and faculty members care about the students and how passionate they are about the teachings of Peter Drucker. The classroom environment is very helpful and I have built a strong network of friends I can turn to for advice on many different issues.

It's easy to see how the skills I have gained at the Drucker School have affected my career. When I took Professor Csikszentmihalyi's class on *Flow*, I was interviewing for a promotion with my department. After the first three classes, I threw out 70% of what I planned to say in the interview, and after the fourth class I threw out the rest. The class made me realize I didn't want to say what I thought the interview panel wanted to hear. I knew that if I got the promotion based on the new ideas I had been learning in class, I could create an environment where I would be trusted to effect the real change they were looking for. I got the job and was promoted to commander, which was quite an accomplishment as I was the youngest of the ten people interviewing for the position, and promotions are often based on seniority as well as skills.

As each semester approaches, I look forward to the coursework and the ease in which I can organize my schedule to fit my lifestyle. I can clearly see a difference in how I view the world and how I approach the social issues that impact my profession.

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Professor and Drucker Scholar Joe Maciariello



I was offered the opportunity to join the Drucker School in 1979. The Executive Management Program had just begun—the first in Southern California. The MBA Program had emerged from a graduate program in Business Economics. There were four full-time faculty members, including Peter Drucker and Dean Paul Albrecht.

I knew the work of Peter Drucker from my time at General Electric and United Technology, and from my doctoral studies at New York University (1967-1973) where Drucker served from 1950 to 1970. I met with Paul Albrecht a number of times on my interview trips and thought him to be one of the most effective executives I had ever met. The combination of Drucker and Albrecht convinced me that the Drucker School was going to become a distinctive school emphasizing the function of the executive and the role of the executive in society. That matched my interests perfectly.

I had only planned to stay in Southern California for five years or so, but something unexpected happened. Peter Drucker began to show an interest in my work, and I began to study all of his work, listening to many of his lectures and asking him questions at every opportunity.

A decade ago I began to teach the “Drucker on Management” and “Management as a Liberal Art” courses. I had the opportunity to work directly with Peter Drucker on a number of projects, including three books.

I look forward to working with students and faculty to extend the work of Peter Drucker and to help produce more effective executives like Paul Albrecht.



THE CLAREMONT COMMUNITY

The New England-style town of Claremont is nestled in the foothills of the San Gabriel mountains about 35 miles east of downtown Los Angeles in what is generally referred to as the Inland Empire, which is one of the fastest growing metropolitan areas in the country. We are within easy driving distance of Southern California's beaches, mountains, deserts, and many cultural offerings.

As part of Claremont Graduate University (CGU), the Drucker School participates in the Claremont Colleges, a consortium that includes Claremont McKenna, Harvey Mudd, Pitzer, Pomona, and Scripps colleges, and the Keck Graduate Institute of Applied Life Sciences. The Colleges share central services, including a 2-million volume library, and all faculty and students have access to a range of cultural, intellectual, and athletic activities.

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