

FROM THE DEAN

Theory for the Real World



Last academic year, in a class discussion with our M.B.A. students on major policy issues, professor **Gary Becker** said: “There’s no such thing as ‘It works in theory, but not in the real world.’”

Gary thus captured a fundamental Chicago value. Our faculty understand the importance of theory that isn’t for theory’s sake. Simple is preferred to complex, and the accessibility of a theory often indicates a potentially powerful insight. Yet more importantly, our faculty recognize that theories must be evaluated based on their potential power to work “in the real world.” Not surprisingly, our students share this value. The human capital of these future alumni, who will operate in functions, locations, and industries that literally span global business, will be valued based on their ability to make good decisions and out-compete others.

All of this is to the good. Our faculty, students, and alumni are aligned in seeking good theory, insight, and applicability. Sometimes I hear that Chicago GSB is the last great hope for business schools. I’ll take it a step further. Chicago GSB is a source of strength both for all of academia, where the drift away from this value can be strong, and for a very difficult real world, where relying on theories that don’t meet our standards is costly.

*Chicago GSB is where great disciplines—
economics, finance, psychology, sociology,
and statistics—meet the market test.*

So, as we begin the 2003–04 academic year, let’s keep in mind that Chicago GSB is where great disciplines—economics, finance, psychology, sociology, and statistics—meet the market test. We should view each class session as an important opportunity to learn and improve. To our faculty, I urge you to continue to challenge our students. To our students—especially those who are new or relatively new to the GSB—come to class prepared and ready to challenge back!

Best wishes,

A handwritten signature in black ink that reads "Edward A. Snyder".

Edward A. Snyder
Dean and George Pratt Shultz Professor of Economics

P.S. Given the lead time required for producing and distributing the magazine, I wrote this letter well before any resolution of the postwar uncertainties in Iraq, the heightened risks on the Korean peninsula, or the sharpened Israeli-Palestinian conflict. The significance of those issues, of course, dominates the concerns of a business school. However, whatever the challenges we face, the University of Chicago and the GSB will continue in our important and fundamental work.

PERSPECTIVES

Adventures in China

By **Robert J. Calvin**
Adjunct Professor of
Marketing and Entrepreneurship

Perspectives is a new column where GSB alumni, faculty, and students can share experiences and perspectives in their own words. Submissions must be under 600 words and may be edited for length and content. Send them to *Chicago GSB*, 6030 South Ellis Avenue, Room 236, Chicago, Illinois 60637, or editor@gsb.uchicago.edu.

I spent time last winter in a classroom at Xiamen University in China, teaching a sales management course to 65 M.B.A. students. China is a land of contrasts, and the classroom reflects this.

For example, my fifth-floor classroom had high-tech PowerPoint servers and projectors, but no heat, markers for the blackboard, or access by elevator. The students sat in a tiered semicircle around me, similar to the GSB, but the room was half the size of those at Gleacher Center.

Students prefer to listen in class rather than talk, so the teacher must work hard to encourage discussion. Classes tend to be large, and after class, students storm the podium to ask questions one-on-one. In a

country of 1.3 billion people, where dozens of cities have over one million residents, students become skilled at dealing with crowds and competing for attention.

The full-time M.B.A. classes are slightly longer than those at the GSB. Before and after class and during the break, students are very social and noisy. As I walked to class each day, I could hear my students chattering before I entered the building.

The socializing also exists in the classroom. Discussions focus on the academic subject matter, but good-natured jokes are made about other students. The emphasis is on learning, but students have a good time in class.

When students are pleased with a subject or a class, they clap. At the GSB, students might choose to clap after the last class. At Xiamen, the students sometimes clapped at the break or when my class period ended.

In China, teachers at all levels receive much more respect than in the United States. A college professor is expected to teach students in the classroom and mentor them for decades in their careers and personal lives. You're a full-time teacher and part-time guardian. Since leaving Xiamen, I've received many e-mails from students concerning their professional and personal lives. This mentoring is more intense than at the GSB.

The student mix and characteristics in my class at Xiamen were similar to those at the GSB. On average, students had at least 3 to 5 years of work experience, some 10 to 15 years. Experience included working for both private and state-run businesses—



Foreign Relations: Professor **Robert J. Calvin** (front row, third from right) continues to mentor students he taught at Xiamen University in China. Calvin said mentoring there is more intense than at the GSB.

LETTERS

To the Editor

old- and new-economy firms—in management, finance, systems, marketing, sales, and operations.

Ages ranged from middle 20s to upper 30s. My class had a few less women, maybe 20 percent, as compared to the GSB. Women acted and were treated like the men. Gender issues disappeared in the classroom, and I assume this reflects the workplace.

In terms of training, intelligence, knowledge, and skills, the Xiamen students were comparable to those in my classes at the GSB. In both cases, students were very motivated to learn, to work hard, and to succeed. However, I would say the Xiamen students were slightly more focused and attentive and preferred working in groups.

The annual student tuition for the M.B.A. program at Xiamen is \$2,000. The government subsidizes the remaining costs and plays a role in choosing the curriculum. Two thousand dollars represents a great deal more buying power in China than in the United States.

Students were interested in learning about business practices in North America. They expressed concern about corruption in China but were enthusiastic about the positive social and business changes now taking place.

My conclusion is that the Xiamen and GSB students have much more in common than they have differences. The borderless world and the global community includes graduate business education.

Highlighting Inequality

Thank you for printing the blast from the past by **Richard Mueller '87**, (Spring 2003) in which he trots out every tired old argument used against the feminist movement since day one. I thought these arguments were so old and decrepit that they would be retired by now, but for the record, let me respond one more time.

“What about bald men, Scandinavians, overweight, etc.?” Some of the red herrings he brings up have no history of being discriminated against. Some do. Does the fact that there are other victims of discrimination mean that it is okay to discriminate against women? Moreover, if you took 10 people at random off the street, it is unlikely that any will be handicapped, because the proportion of handicapped in our society is relatively small. A random group would almost certainly contain about half women, however.

“How many women should be in the picture?” What is the “right” number of women? he asks. I don't know the answer to that question, but I do know that in a group of important people at the University of Chicago, zero women is the wrong number.

When women actually are treated equally, then we can stop pointing out examples of inequality.

Jeanne-Marie Rosenmeier, '75

The Diversity Debate

In his letter (Spring 2003), **Richard Mueller, '87**, appears content to have the University of Chicago Graduate School of Business portrayed as white and male. That is his privilege. But for him to label me sexist and racist for not being content with this portrayal is not his privilege. It is an insult.

Evelyn H. Lazare, '70

Getting It Right

I write to (mostly) compliment you on the Spring 2003 issue of *Chicago GSB*. It is extremely well done, but there is still a chance for improvement: On page 22, in the first sentence reference is made to “dean W. Allen Wallace.” The spelling “Allen” is correct (many people err on this) but his name was “Wallis.” I am, I suppose, unusually sensitive to this because not only was he the founding chairman of our statistics department, he was a personal and family friend.

**Stephen Stigler, Ernest DeWitt Burton Distinguished Service Professor
University of Chicago
Department of Statistics**

Editor's Note: Thank you for bringing this to our attention. Chicago GSB regrets the error.

Please send your letters and story suggestions to editor@gsb.uchicago.edu or Editor, *Chicago GSB*, 6030 South Ellis Avenue, Room 236, Chicago, Illinois 60637.



Did you miss last issue's letters? Read them online at gsbwww.uchicago.edu/news/gsbchicago.letters.html.

The Midway Club

At Gleacher Center 450 North Cityfront Plaza Drive

You asked for it. You got it.
No more membership fee.
More special events.
Easy access to *your* club.

As a graduate of Chicago GSB,
you're automatically a member
of the Midway Club. *Stop in today!*

Hours

Monday through Friday, 11 a.m. to 10 p.m.

Regular Weekday Features

Wolfgang Puck à la carte lunch menu

Bar with light fare open until 10 p.m.

Upcoming Special Events*

Throughout October

German and Austrian beers,

Oktoberfest lunch specials

Thursday, November 13

Wine-tasting, paired with fabulous

Wolfgang Puck cuisine

Wednesday, December 3

Scotch-tasting

*Check the Midway Club Web site for specific times.

For more information, drop by the Midway Club
or visit us online at gsb.uchicago.edu/midwayclub.

FROM THE CHAIRS

Numbers Are Up Despite Uncertainty



Matthew Gilson

Capital campaign co-chairs
Dennis Keller, '68, (left) and
Andrew Alper, A.B. '80, M.B.A. '81

Even in the face of economic uncertainty, alumni and friends of the GSB continue to see the value of supporting our faculty, students, and programs, as well as the new Hyde Park campus. Gifts to the campaign reached more than \$155 million by September 1.

In addition to a \$1 million anonymous gift, the GSB has received several other donations. Gifts to the Distinguished Fellows Program include \$750,000 from **Rich Friedman, '81**, and \$100,000 from **Julianne Rose, '81**, and **Clayton Rose, A.B. '80, M.B.A. '81**. Contributions to the dean's discretionary fund include two gifts of \$100,000, one from **Leon Wagner, '77**, and another from **Charles Clough Jr., '66**.

The **Kovler Family Foundation** donated \$500,000 to be used for construction of the new building, while the **Rath Foundation** gave \$395,000 for the Rath Foundation Scholarship. **Alison Winter, '75**, gave \$100,000 for Gleacher Center, while **Edward Kaplan, '70**, gave \$250,000 for the entrepreneurship program. Elizabeth and **Alfred Kurtz, '54**, made a bequest intention of \$375,000. **Wesley Pickard, '72**, gave \$100,000 toward the Ph.D. program, while **Marilyn Cannady** contributed \$100,000 to the memorial scholarship named for her sister, **Diana Temple, '70**.

The campaign also received a welcome boost of \$250,000 from **Michael Lockhart, '75**.

Bay Area Celebrations

Nearly a dozen alumni, faculty, and friends of

the GSB gathered at Manitou Ventures, the new venture capital firm launched by **Jack Wadsworth, '63**, and his son **Chris Wadsworth, '96**, at a January lunch for dean **Ted Snyder**.

Guests included **Milton Friedman**, Paul Snowden Russell Distinguished Service Professor Emeritus at the university, as well as **Tyler Gill, '01**; **George Kadifa, '89**; **Jack Lapidus, '67**; GSB council member **John McQuown**; **Guy Nohra, '89**; **Marjorie Roitman Oxaal, '81**; **Jeff Skelton, M.B.A. '77, Ph.D. '80**; **Thomas Tebben, '62**; and **Cynthia Zollinger, '79**.

A few weeks later, **John Oxaal, '81**, hosted an event for alumni at his firm, Sevin Rosen Funds, in Palo Alto. **Steve Kaplan**, Neubauer Family Professor of Entrepreneurship and Finance and faculty director of the Polsky Center for Entrepreneurship, highlighted the center's accomplishments and led a discussion about the future of venture capital and private equity. Guests included **Kaitan Agrawal, '99**; **Rodney Altman, '99 (XP-68)**; **Jeffrey Cozad, '91**; **Jayendra Das, '99**; **Thomas Furlong, A.B. '81, M.B.A. '89**; **John Gardner, '96**; **Erik Hom, '94**; **Douglas Lee, '91**; and **John Van Dyke Jr., '69**.

Executive Decision

The campaign's inaugural Executive M.B.A. Program class gift has come from XP-72, whose members had donated \$39,300 in cash at press time. More than half of the class—63 percent—made a contribution.

\$155,381,722 and counting

Gifts as of September 1, 2003

