

FROM THE DEAN

Opening the Hyde Park Center—and the GSB's Next Chapter



Mark Joseph

After more than five years of planning, cooperation, hard work, and anticipation, the new Chicago GSB Hyde Park Center has opened, providing a spectacular setting for the next chapter in the GSB's history.

For the first time, we are inhabiting a facility in Hyde Park specifically designed for our use, bringing together classrooms, faculty offices, study and activity space for our PhD and full-time MBA students, and support services under one roof. By integrating formal and informal learning experiences, the center provides members of our community with plenty of opportunities to connect, collaborate, challenge, and create.

This truly dramatic new space, designed by visionary architect Rafael Viñoly, combines cutting-edge technological advancements with both traditional Gothic and Prairie-style architectural elements that connect the center to its neighboring buildings: Rockefeller Chapel, Frank Lloyd Wright's Robie House, Ida Noyes Hall, and the University of Chicago Laboratory Schools. This location reaffirms the GSB's close connections and commitment to the university.

Our spectacular new center would not have been possible without the combined efforts of many, including former deputy dean **John Huizinga**, former dean **Robert Hamada**, former deputy dean **Gary Eppen**, **Leann Paul**, '87, several GSB faculty members, and the greater university community. We also are grateful to several major donors, including **Andrew Alper**, AB '80, MBA '81; **David Booth**, '71; **Dennis Keller**, '68; **Peter May**, AB '64, MBA '65; and **Robert Rothman**, '77.

With this ambitious project, we can now lay claim to the best set of business school facilities in the world. We have made terrific progress in our fundraising efforts for the center, with more than \$64 million raised by July 1. Our goal remains to completely fund the \$125 million cost and, of course, we welcome your support.

A handwritten signature in black ink that reads "Edward A. Snyder". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

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

P.S. Please join us for the new Hyde Park Center dedication on November 6, 2004 (see opposite page for more information).

LETTERS

To the Editor

Religious Analysis Requires More Depth

I read the “In God We Trust” (Spring 2004) analysis with great interest! I must compliment [the author] for trying to find some reasons for some of the behaviors we see around the world. However, I believe the analysis did not reach the necessary depth to understand key religious influences on social behavior, rendering the conclusion ineffective. I believe that some of the behaviors attributed to influence by religion are probably influenced by other socio-cultural practices in that specific region. Case in point is the conclusion regarding Catholicism and openness or Hinduism and tolerance. Could we definitively state that all practicing Catholics are not open to free market economies? Consider the United States, where multiple religions are practiced. In such situations, how would one determine which religion influences the behaviors of the people in the country? If, according to the statement that Buddhism is very tolerant and promotes openness, how would one explain China and North Korea? Also, most of Buddhism came from Hinduism. So, if Buddhism is tolerant and open, how could Hinduism, the root religion, not be?

I think the analysis needs more depth before conclusions could be drawn. Otherwise, such analysis could start unnecessary controversies.

Bala V. Balakrishnan
Dallas, Texas

Success and the Protestant Ethic

Regarding “In God We Trust,” perhaps the economic success of Protestant economies can be summed up by John Calvin’s resounding endorsement of



ON THE WEB To read “In God We Trust: How Religious Beliefs Affect Economics” (Spring 2004), go to gsbwww.uchicago.edu/news/gsbchicago.

2 Thessalonians 3:10: “If someone does not work, then he should not eat.” The context takes some explanation and may relate more to his disgust with French reformist expatriates who fled to Geneva and thought that work was below their status. Paul is frequently inconvenient for the modern reader.

For Calvin, praise of work is praise of the Deity.

Jack Walton, '74
Short Hills, New Jersey

Another Technological Success Born at U. of C.

My compliments to the editors of the Spring 2004 *Chicago GSB* magazine. I found the entire edition very interesting, particularly the article “Internal Intelligence.” On page 33 of that article you listed three other success stories. For almost eight years, my firm, American Medical Sales, has been involved with R2 Technology. For the last five years, we have been a major compo-

nent supplier to their very successful ImageChecker System. Your readers may be interested to know just how important the intellectual property provided by the University of Chicago has been. In turning the U. of C.’s concept of computer-aided detection (CAD) into a commercial reality, R2 has created what many of us would call the most important new paradigm in medical radiology. Although first applied to mammography, CAD is now being applied to almost all other medical imaging modalities, including CT, MRI, and ultrasound. As radiologists transition from reading X-ray films to reading images on computer monitors, CAD will become the standard of care and the “spell-checker” of modern radiology. Those of us involved in the digital future of radiology can envision the near future, where the *D* in CAD means “diagnosis” rather than “detection.” Key elements of this work started at the U. of C.

Daniel J. Giesberg, '79
Hawthorne, California

Different Paths to Success

I note the announcement in the Spring 2004 *Chicago GSB* magazine of the death of **George L. Morrow, '54**. George and I were classmates and he was the student I felt closest to. The article notes that George started as a junior engineer and rose to be president of Peoples Gas.

My career path was entirely different, always remaining in a staff position as a problem solver. As I remember the two of us, was there any way that our futures could have been forecasted? We were both engineers going to the GSB night school in downtown

Chicago. George was firm and intent; I was tentative. I was confident in engineering but knew nothing about business. From that it might have been foreseen that George would be more apt to succeed in management than I would.

But there is another side to this story. I learned from my GSB experience. My favorite classes were operational research, statistics, and accounting. Note that these are all numbers oriented. I was a chemical engineer in process control at the beginning of the development of digital computer control of chemical processes. It was quite exciting because now profit could be a process variable. The GSB operational research course opened the way for me to develop optimization schemes for these processes.

I was hired by IBM to continue in this work. Almost immediately I started to use regression analysis, which I had been introduced to in my GSB statistics course. I found this tool powerful

and made computer models involving things like pig iron production, chemical reactor optimization, and programmer productivity. These models were presented at various conferences.

But best of all, I developed on my own a model to determine the intrinsic value of common stocks. This used the input from both my GSB statistics and accounting classes. The plan was simple: buy at a 60 percent discount to the intrinsic value and sell at the intrinsic value. This method turned out to be very profitable, to the extent that my wife and I set up a family charitable foundation to give grants to education, the arts, and the environment.

My point is that George and I were successful in different ways and that success is best defined by ourselves. One does not always have to follow a path to upper management.

Robert E. Boydston, '54
San Jose, California

SOUND OFF! What do you think about this issue? E-mail us at editor@ChicagoGSB.edu.

Correction

In "Kole, Leftwich Named Deputy Deans" (Spring 2004), we incorrectly listed the year of Ann McGill's doctoral degree. McGill, Sears Roebuck Professor of General Management, Marketing, and Behavioral Science, received her PhD from Chicago GSB in 1986, not 1998. Chicago GSB regrets the error.

Put Your Own Stamp on the Hyde Park Center

There's still time to secure your legacy at the GSB by naming a space in the Chicago GSB Hyde Park Center.

To find out what your donation can accomplish, contact Heidi Weber, senior director of development, at 773.834.2617 or heidi.weber@ChicagoGSB.edu.

CHICAGO  **GSB**
The University of Chicago Graduate School of Business

PERSPECTIVES

A Conversation with John Huizinga

The Hyde Park Center: “Exactly What We Were Trying to Accomplish”



Dan Dry

John Huizinga (center), Walter David “Bud” Fackler Professor of Economics and former deputy dean, talks about overseeing construction of the Chicago GSB Hyde Park Center.

By Patricia Houlihan

What were your responsibilities?

I represented the GSB to make sure we could get the best building within the budget and time frame. I worked primarily with Turner Construction, the construction company; with Rafael Viñoly Architects; and Mesirow Stein, our management company. I also dealt with the city, the neighborhood, the rest of the university, and of course the internal GSB constituencies—faculty, staff, and students.

What was that like?

It’s been a lot of fun. I’ve learned a lot about how buildings get built, what it takes. I’ll never look at a building the same way again.

Are we on schedule and on budget?

I’m proud to say we are still on our original schedule and within our original budget from when the project started, with one exception: We were required to put the entrance ramp to the underground parking garage on Woodlawn Avenue instead of 58th Street. This added \$2 million to the price and two months to the construction schedule.

When did you start on the project?

I started in November 2000, replacing [former deputy dean] Gary Eppen, who became ill. When I took over, the architect and the management company had been selected, and Turner Construction had been chosen to perform preconstruction services. One of my first jobs was to get a contract with Turner to actually build the building.

What most interested you about working on this project?

I would have to say learning how many different types of people are involved in a project of this magnitude and how skilled they have to be—in terms of structural engineering, electrical engineering, mechanical engineering—to make this work. For example, how do you make sure the heating and air conditioning will work in a giant glass box that’s going to take in sunlight all day? How do you ensure the acoustics work correctly in a building where so many different activities are going on simultaneously?

What about this building would surprise people?

It's bigger than you expect and yet smaller at the same time. Inside, the spaces flow into each other so you feel like you're close to a lot of other people, which is exactly what we were trying to accomplish. When you look at it from the outside, you might be surprised by the enormous amount of square footage and the way it fits on that site remarkably well.

Is there anything about this that was similar to work you've done, either as deputy dean or as a professor?

Not really. Luckily, however, the fact that I am a novice hasn't been much of a problem because I have been blessed by having [project consultant] **Leann Paul, '87**, to assist me. Leann, who was hired through Accord Consulting, has been indispensable in every aspect of the project. David Rotholz and Jeff

What are the challenges on a project of this size?

There are a lot of stages, and any time you think you're done, you say, "Oh, we forgot about that," or "This didn't work out the way we'd thought." It's frustrating, but you've got to be able to continue working on these problems. Eventually, we decided to start our weekly meetings with a list of what we'd accomplished instead of a list of problems, because you're always going to have those. I marvel at the team's resiliency in continuing to work on problems as they came up.

This must be really different from anything you've ever done.

That's for sure! Or ever will likely do again.

“Inside, the spaces flow into each other so you feel like you’re close to a lot of other people, which is exactly what we were trying to accomplish.” —John Huizinga

Did you go to the site every day?

No. I didn't even go every week. We have had weekly meetings ever since I started on the project, and I probably worked on some aspect of the building every day. Starting in the spring, I probably have averaged one site visit a week.

Did you go to deal with a specific issue, or just to look around?

It varied. One afternoon, I went to go look at the lighting fixture they designed for the classrooms. We were still tweaking it and trying to get it right. Other days, I would go and just walk the site to get a general feel for where we were.

Foster of Mesrirow Stein also have been godsend. Having such a capable team working on behalf of the GSB has provided effective cover for my inexperience.

What advice would you have for an administrator in charge of building a university building or a business school?

You need a lot of people, and you need to be around them for a long time. Keep that in mind. Everybody needs to treat each other pretty well, or you're never going to make it to the end. I think we will arrive at the finish line with everybody feeling good about what they've contributed and their ability to work with the other people to make it happen.

FROM THE CHAIRS

A Monumental Accomplishment



Matthew Gilson

Capital campaign co-chairs
Dennis Keller, '68, (left) and
Andrew Alper, AB '80, MBA '81

We did it!

In January 2000, we put out the call to more than 35,000 alumni and friends of the GSB to help us create a world-class facility.

You responded with enthusiasm, contributing \$64 million to the building—\$181 million to the campaign—by July 1, 2004. As a result, the Chicago GSB Hyde Park Center opened on schedule—in time for fall quarter classes to begin—at 5807 South Woodlawn Avenue, bringing the full-time program, faculty, and staff under one roof for the first time in nearly 50 years.

As former dean **Bob Hamada** said when the campaign began, in the spirit of Daniel Burnham, we made no little plans. Enormously proud of the outstanding achievements and scholarship that have made the GSB one of the world's premier business schools, we felt it was time to create a facility to match—a place that was not only inspirational but transformative, and could provide for the GSB for the next 100 years.

The Hyde Park Center is truly impressive. The flow of light and open space combined with the quality of the areas where people work and relax will change the way we interact at the GSB.

Seeing Is Believing

It's hard to convey in words what a difference the new space will make. You have to

walk through it and see it and feel it to get a sense of how important this will be to the GSB faculty, students, and staff. We invite you to see for yourself at the Hyde Park Center dedication at 10:30 a.m. on Saturday, November 6. As the focal point of Alumni Weekend, the building will be open for you to tour from 11 a.m. to 3 p.m. You can even get an idea of what it will be like to go to class in the new building by enrolling in one of the faculty research sessions scheduled for Saturday. For more information, visit ChicagoGSB.edu/alumniweekend.

The Hyde Park Center is a monumental accomplishment on the part of alumni and friends of the GSB. In four years, we have seen a new spirit of philanthropy and stewardship emerge. Because we extended our campaign in spring 2002 to coincide with the Chicago Initiative, the university's capital campaign, there is still time to show your support. Dean **Ted Snyder** and numerous volunteers are continuing to work hard on the campaign to ensure the overall success of our students, faculty research, and programs.

In many ways, the dedication is a new beginning. We hope to see you at the Hyde Park Center in November.

\$181 million and counting

Gifts as of July 1, 2004

