

## Football Training Table

### Introduction

#### What is a "Provost"?

Dictionary: Latin: "the one in charge..."

1. chief dignitary of a collegiate or cathedral chapter
2. chief magistrate of a Scottish burgh
3. the keeper of a prison
4. a high-ranking university administrative officer

At Michigan:

1. Chief line officer for academic staff...
2. Chief budget officer
3. President = CEO, Provost = COO
4. President leads, Provost pushes...
5. President determines direction, Provost determines pace
6. Provost is the one who says "No"...

#### Theme 1: What is Michigan?

University of Michigan = "mega-university"

- i) Provides instruction, research, service
- ii) Spans all intellectual disciplines and professional areas
- iii) Attempts to conduct programs that rank among the nation's best in all areas (and succeeds...)

Parameters:

Enrollment: 35,000 (Ann Arbor)

Faculty: 2,600 (14,000 employees)

Budget: \$1.3 billion

\$800 million for academic programs

\$230 million from state appropriation

\$240 million from tuition, R&B

\$200 million from sponsored research

\$60 million from gifts

\$500 million from auxiliary activities

Medical Center

Other assorted auxiliary services

Academic Units

17 Schools and Colleges

Hundreds of research centers, institutes,  
and other types of interdisciplinary  
programs

Quality:

Students: Top 3% of high school graduates

Faculty: Recruit the best in the world

Programs: Generally all ranked in top 10 nationally

Excitement:

On this campus, we provide one of the most incredible intellectual smorgasbords in the world--a fascinating cornucopia of ideas supported by some of the finest facilities in the world -- one of the nation's great libraries, museums, laboratories, computers, concert halls, athletic facilities -- and even more important, one of the world's great faculties.

#### Theme 2: What should I try to get out of Michigan?

Michigan is one of the most selective institutions in the US.

We had over 19,000 applications for  
for the 4,500 positions in your class.

We therefore had the opportunity to build a class drawn

from students across the nation with truly  
extraordinary achievements  
...in the classroom...  
...in the studio or concert hall...  
...on the field...  
...as scholars, musicians, artists, athletes...  
...as leaders...

Each and everyone of you is something very special  
to us...  
and we are very proud of you

Yet despite your obvious talents,

**all** of you will find Michigan a  
challenging experience.

...to some it will be through formal courses  
...to others, the size and complexity of the university  
...others of you will face challenges through athletics,  
social activities...

...even challenges to your most fundamental beliefs

But, of course, that is what a college education is all  
about...

Not to simply learn facts...or prepare for a profession...  
or to play football...

But rather, a college education is a time of challenge  
and discovery, of curiosity and intellectual growth,  
of learning about yourself.

It is a time to learn the art of life...

**Michigan is not a small liberal arts college...**

**it is a great research university.**

It is also a very large, complex, and exciting place.

Our philosophy is to use these incredible  
resources not simply to teach facts...indeed,  
students of your ability can learn facts, content,  
pretty much on your own.

Hence, of more lasting value are the broadly applicable  
skills and wide-ranging perspective that is  
characteristic of a liberal education -- not a  
narrowly focused curriculum.

Our goal is to teach you methods of inquiry...methods of  
critical analysis and thought...

This can be frustrating at times, but we are convinced...  
as are the other great research universities of this  
nation...that you will be far better prepared to assume  
the role of leadership in society with this type of  
an education.

**From this perspective, it is critical that you  
recognize that you will probably be learning more  
OUTSIDE of the classroom than in it!**

This University is designed to provide a rich environment  
of intellectual experiences...

Whether it be through the wealth of formal instruction we  
provide, or through the array of cultural, social,  
athletic activities.

In fact, I suspect that most of you will end up learning more  
from your interaction with other students than you  
will from faculty!

Take advantage of this environment...

Get out and meet people and become involved!

**Theme 3: Why is an education important these days?**

The Bad News of the past several years...

Familiar Ills which dominate the headlines

The budget deficit

The trade deficit  
Industries of great economic importance to our  
nation such as steel and automobiles have  
fallen victim to intense competition from abroad...  
Plants have closed...our cities are filled with cronically  
unemployed...  
In Michigan we no longer worry about nuclear war and  
and the bomb because we believe that  
"The odds are greater that America will be bought up by the  
Japanese than blown up by the Russians..."

What is happening?

The challenge of dramatic economic change...  
Traditional industry economy is shifting to a new  
knowledge-based economy, just as our industrial  
economy evolved from an agrarian society at the  
turn of the century.  
A transition is occurring in which..  
Intellectual capital has replaced  
financial and physical capital as key to economic development

Some examples:

Industrial production is steadily switching away from  
material and labor intensive products and processes  
to knowledge intensive processes:  
In a car, 40% materials, 25% labor...  
In a chip, 1% materials, 10% labor, 70% knowledge!!!  
Increasing manufacturing production has come to mean  
decreasing blue collar employment!  
In the 1920s, 1 of 3 was a blue-collar worker  
today 1 in 6 and dropping fast  
probably to about 1 in 10 within a couple of decades...

In all developed countries, "knowledge" workers have already  
become the center of gravity of the labor force.

We have entered the "age of knowledge"

We really haven't appreciated impact of technology.

Today we are witnessing an unprecedented explosion of  
knowledge.

Technology doubles every 5 years in some fields!

Graduates are obsolete by the time they graduate!

Technological change is a permanent feature of our environment

Examples of just the past few months:

- i) hole in the ozone layer over Antarctica
- ii) new supernova in the heavens
- iii) new high temperature superconductor
- iv) a new theory suggesting that all matter is composed  
of infinitesimal "superstrings" rather than point particles

Yet, at the same time public ignorance is extraordinary!

A recent NSF survey indicated that only 18% of those  
asked said they knew how a telephone works -- and  
only half of these gave the right answer.

Yet more than half of those surveyed indicated they  
believed we were being visited by aliens from outer  
space!

Education will be the key to your future...

But there is something more here...

#### **Theme 4: Leadership**

What are we trying to do at Michigan?

Prepare you for a career?...

As doctors, lawyers, engineers,  
...investment bankers???

Well, we will do our best, but that is not our real  
mission...

Preparation for leadership

As I noted earlier, you are an extraordinarily talented group of individuals...

It is likely that regardless of what happens during your college education, you will go on to become leaders of our society...

Hence, we believe it important that you prepare for this life of leadership now by taking advantage of all that this University has to offer.

Broaden your horizon...

Become involved...

Develop a personal philosophy of life...

Become committed...

Challenge yourself!

And if you have to come over and take over my office in protest, then so be it...it is all part of an education for leadership.

**Finally, let me stress that your education at Michigan will not be a passive process.**

While it is true that we probably have more opportunities on this campus than any other university in the nation, it is also true that they will not be presented to you on a silver platter.

We expect you to play an active role in your education!  
To explore, to discover, even to challenge yourself  
After all, life is one of those do-it-yourself experiences...

As the saying goes...

"At Michigan you will be given unusual freedom and responsibility...

The freedom to do what you want...

And the responsibility to choose the right things..."

**Michigan is an exciting, challenging...sometimes frustrating...but always rewarding place.**

Good luck this weekend down at Indiana...

But even better luck as you complete your

Michigan education and prepare for a life of leadership!