

# Postdoc to Provost: Managing Phase Transitions

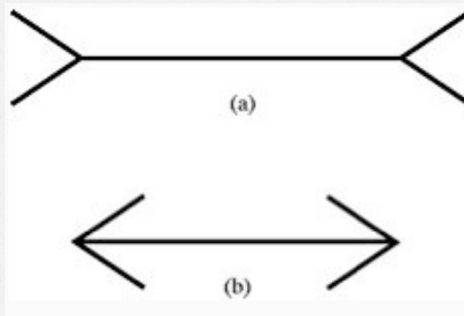
Martin A. Philbert, ATS, FRSC  
Provost & Executive Vice President for Academic Affairs  
University of Michigan  
Ann Arbor, Michigan

## A Brief History of Time

- o 1988 PhD
  - o Neurotoxicology & Experimental Neuropathology, Royal Postgraduate Medical School, (Imperial College), London University, UK
- o 1988 - 1990 Postdoctoral Fellow
  - o Neurotoxicology Labs, College of Pharmacy/Medical School - EOHSI, Rutgers University, NJ
- o 1990 - 1995 Research Assistant Professor
  - o Neurotoxicology Labs, College of Pharmacy/Medical School - EOHSI, Rutgers University, NJ
- o 1995 - 2017
  - o Assistant Professor, Associate Professor, Professor of Toxicology; Senior Associate Dean for Research, Dean, School of Public Health, University of Michigan, Ann Arbor, MI
- o 2017 - Present
  - o Provost & Executive Vice President for Academic Affairs, University of Michigan, Ann Arbor, MI

# Important

- 1988 – 2017
- Scientist
- Continuously funded by:
  - NIEHS, NIBIB, NIGMS
  - DARPA
  - US Air Force
- Mitochondrial mechanisms of chemically-induced encephalopathies
- Polymer-based nanosensors and opto-chemical systems for brain tumor imaging and therapy



Concentrate!!!!!!!!!!





Is it rational?



*Intelligence is not only the ability to reason;  
it is also the ability to find relevant material  
in memory and to deploy attention when  
needed*

Daniel Khaneman  
Nobel Laureate in Economics  
2018

# Fast Thinking Versus Slow

## MEET THE MODERN LEARNER

As training moves to more digital formats, it's colliding with new realities in learner's jobs, behavior, habits, and preferences.

Today's employees are overwhelmed, distracted, and impatient. Flexibility in where and how they learn is increasingly important. They want to learn from their peers and managers as much as from experts. And they're taking more control over their own development.



Khaneman, 2018

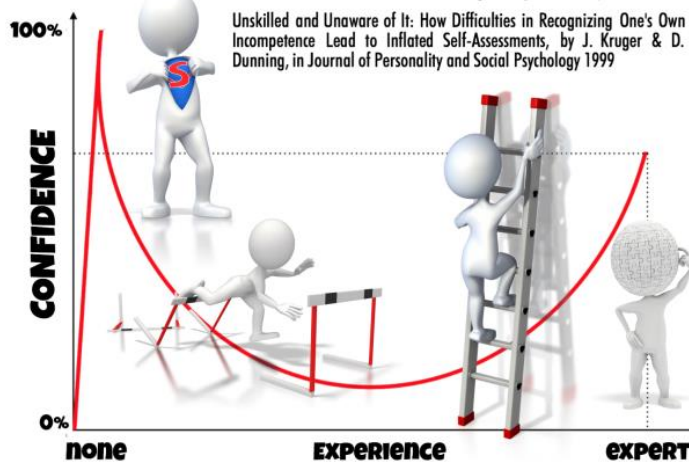
# Hallmarks of Critical Thinking

- o Diligent Clarification
- o Slow Thinking
- o Humble Self Reflection
- o N.B. These are not, in fact, the hallmarks of human reasoning!

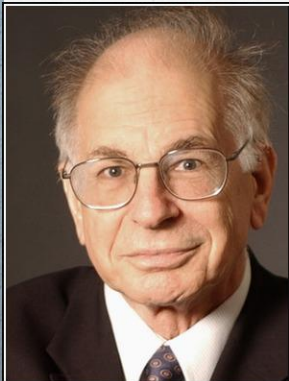
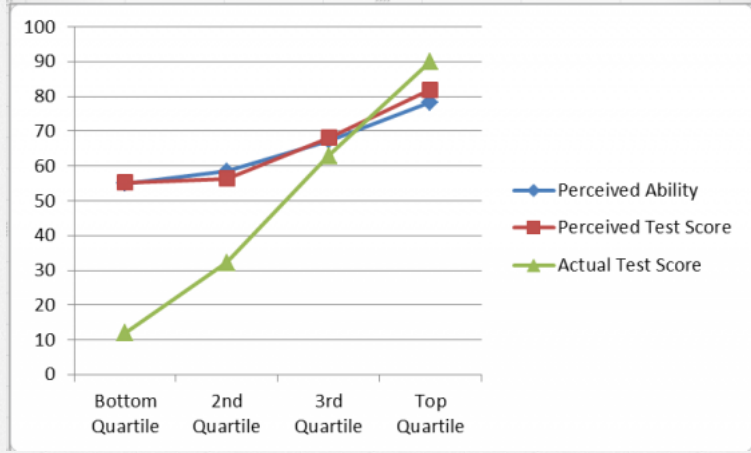
Jason Riis  
Professor  
Wharton Business School

## THE DUNNING-KRUGER EFFECT

*Designed by @YLMSportScience*



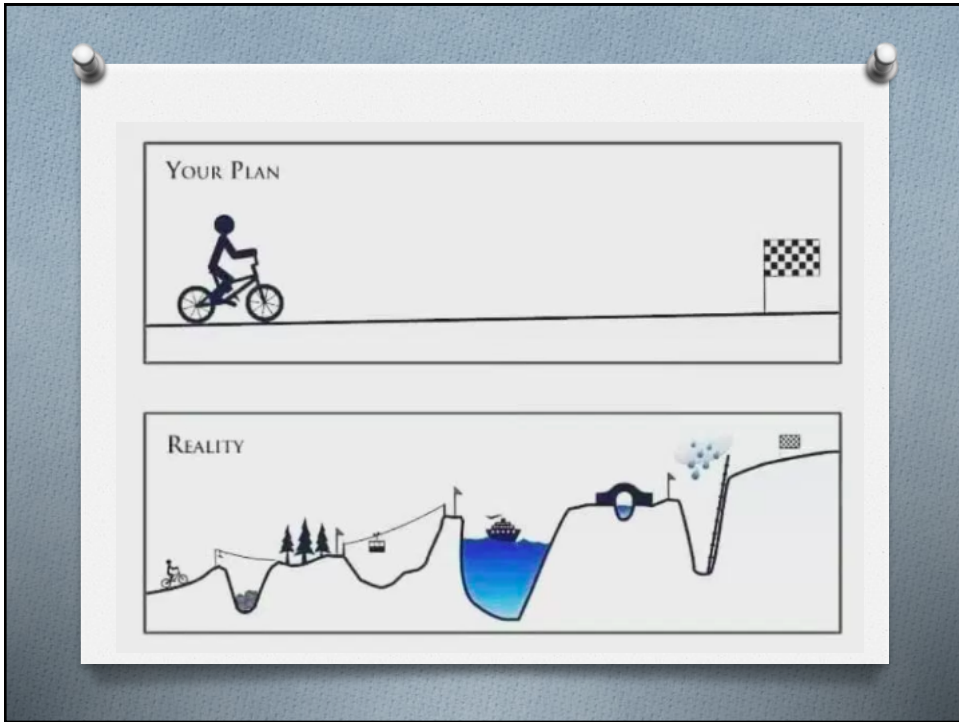




The planning fallacy is that you make a plan, which is usually a best-case scenario. Then you assume that the outcome will follow your plan, even when you should know better.

— Daniel Kahneman —

AZ QUOTES



*“Plans are worthless, but planning is everything. There is a very great distinction because when you are planning for an emergency[,] the very definition of ‘emergency’ is that it is unexpected, therefore it is not going to happen the way you are planning.”*



Dwight D. Eisenhower

Dan Nordquist / @dnord / #gtdagle



