

INTERVIEW

WITH: Vincent Manno

TIME: 4:00

FILE NAME: Olin FAQs Faculty

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FAQ: How do you recruit faculty?

MANNO: We realized several years ago that because of Olin's special mission to be a change agent in engineering education innovation, that we needed to recruit faculty in ways different than traditional academic institutions. Our ads had to look different. The processes that we used to vet candidate had to look different. And the on-campus experience for those potentially selected as faculty members had to be different. We learned a great deal from the way we recruit our own students, which is a multistep process in which we not only verify or validate the credentials or someone, but more importantly get to understand how well they will fit into the community and how they will benefit from being part of the community.

FAQ: How do you hire faculty?

MANNO: I think the important part about thinking about hiring faculty is to realize that we see hiring as the first stage of faculty development. Faculty development is critical at Olin because we want people to be successful at Olin for the long term. The hiring process is straightforward and similar to other places, where a contract is offered, a proper title is established, and the faculty is provided with some support and resources to give them a great jump start. What's

interesting about the Olin hiring process is that faculty are not hired into departments. We have a faculty of the whole. So an important part of the hiring process is to help the person navigate how they will fit in to the Olin academic ecosystem.

FAQ: What is Olin's tenure and promotion process?

MANNO: Actually, first of all, Olin does not have tenure. Rather than tenure, we have a reappointment and promotion process. The faculty are on renewable multiyear contracts. The important aspect of the reappointment and renewal process is that it's an opportunity not only annually but on a periodic basis, every six years or so, for the faculty member and the institution to take a deep reflection on what their, what the direction of the individuals is, and what is the direction of the institution, and are they aligned? In terms of promotion, we do have the traditional ranks of assistant to associate and associate to full professor. Rather than gaging faculty performance on teaching, research and service, our faculty expectations are to develop students, build and sustain the college and have external impact. We expect that faculty to have evidence of both excellence and risk taking in those domains.

FAQ: What is Olin's faculty retention rate?

MANNO: Faculty retention rate is a topic that often comes up when people visit Olin, especially once they learn, or if they knew already, that Olin does not have a tenure system. Sometimes the assumption is that without tenure, the faculty retention rate will be relatively low, and the

turnover will be high. The facts show that that is not the case. We have approximately 45 full-time faculty members, and in any one year, zero, one or perhaps two people leave the faculty. So overall, the statistics are rather low. Now, what's important is, why will those one or two people leave the faculty each year? For the most part, it's not because of a performance issue. It is because of a life issue, having to do with family, or other activities, or to take on a different opportunity where that person will have the opportunity to spread Olin's change and innovation methodology to another institution. And we view that a success. Of course, there are situations, few and far between, where the contract renewal is based on performance.

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