FACULTY
Search Committee Manual

Procedures & Guidelines for Hiring Full-Time Faculty
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INTRODUCTION

What is a Search Committee?
A search committee is an appointed group of individuals whose purpose is to:

- Review application materials for a particular faculty position
- Select qualified candidates for preliminary and/or campus interviews
- Conduct interviews and identify the top finalist candidates for potential employment
- Complete the required documentation of the candidate screening and interview process

The objectives of the search committee process are to:
- Hire the most qualified candidate for the position.
- Provide an equal opportunity for consideration to all qualified applicants.
- Consistently apply the college’s core values, policies and procedures throughout each step of the search.

Search committees should remember to:
- **Consult:** To minimize the possibility of misunderstandings and to ensure college policies, procedures and applicable federal and state laws are followed, search committees shall consult with the dean, human resources and other persons involved in the search as appropriate throughout each step of the process.
- **Maintain Confidentiality:** Search committee members are expected to maintain confidentiality throughout the process. Identities of applicants, candidate rankings, etc. should not be shared with persons not serving on the committee. Questions from applicants or other non-members of the search committee should be directed to the dean or human resources.
- **Avoid Conflicts of Interest:** Search committee members should not be related to or be engaged in business ventures with persons who are applicants for the vacant position. A committee member having a relationship with a candidate that creates a conflict of interest, or creates the appearance of a conflict of interest, may not be a member of the search committee. If any search committee member knows or learns of any conflict of interest, s/he must inform the dean. An individual who accepts an appointment to a search committee cannot become a candidate for the posted position unless the position is closed and then reopened with a new search committee. An individual who agrees to serve as a reference for an applicant may not also serve on the search committee for that position.

Internal Campus Transfers:
Prior to forming a search committee, vacant full-time faculty positions shall generally be posted internally for one week prior to the external advertising/posting process to provide an opportunity for current full-time faculty on multi-year contracts within the discipline to be considered for a transfer to a different campus. Vacant positions within district-wide divisions are generally coordinated through the dean and are not posted. For more information regarding Collin College’s full-time faculty transfer guidelines, visit the [HR Website](#).
**Steps Involved in the Search Process**

I. Dean Forms Search Committee
II. Search Committee Develops Screening Questions
III. HR Posts Position & Applicants Apply
IV. Search Committee Assigns Points & Criteria to Ranking Grid
V. Search Committee Scores Application Materials
VI. Search Committee Develops Interview Questions
VII. Search Committee & Dean Conduct Interviews
VIII. Search Committee Recommends Candidates for Hire
IX. Dean Makes Final Selection/Conducts Background and Reference Checks
X. Dean Obtains Offer Approvals
XI. Dean and HR Notify Candidates & Initiate Onboarding

**I: Dean Forms Search Committee**

How is a Search Committee formed and who should serve on a Search Committee?

A search committee is usually comprised of approximately 5 members. Upon receiving formal notification of approval for a faculty hire, the process of forming the committee is generally as follows:

- The dean of the division promptly notifies all faculty members within the academic discipline and requests that faculty interested in serving on the search committee submit such desire in writing.
- The dean appoints interested faculty in the discipline to the search committee and appoints a committee chair.
- The appointed search committee members meet or confer electronically and may recommend up to two additional faculty members either within or outside of the discipline so that the group is diverse and includes individuals from both within and outside the discipline.
- The dean reviews the final recommendations for search committee membership and submits his/her recommendation to the vice president/provost for approval.
- The vice president/provost makes the final decision regarding faculty search committee membership. The approved search committee membership must be forwarded to human resources by the dean.

Individuals in the following positions work together to complete the faculty hiring process:

- Academic Deans
- Departmental Support Staff
- Human Resources Consultants
- Vice President/Provosts
- District Senior Vice President
- District President
- Search Committee Chair
- Search Committee Members
- Board of Trustees
What is a Search Committee Chair?

The search committee chair provides leadership to the committee and ensures that the appropriate college procedures, as well as state and federal laws, are followed. The chair should be an individual who is highly regarded within the college, demonstrates consistent commitment to the district's Core Values and is skilled at conducting meetings. On occasion, such as when the new faculty positions will be split between campuses, or if there is more than one position, co-chairs may be appointed.

**Responsibilities of a Search Committee Chair:**
- Provide leadership to the committee members
- Ensure procedures and laws are followed
- Schedule and conduct meetings, including candidate interviews
- Ensure room reservations, accommodations and equipment are available for meetings
- Ensure all search committee documentation is complete and approved
- Work closely with the dean to set a search timeline to ensure the search process remains on track for completion by the established deadline

What is a Search Committee Member?

The search committee members review application materials, assist the chair, participate in the interviews and evaluate candidates for a specified position.

**Responsibilities of a Search Committee Member:**
- Discuss, develop and recommend criteria for ranking applicants
- Review and score application materials
- Assist the search committee chair
- Recommend candidates for interviews
- Participate in all interviews
- Evaluate candidates and participate in making hiring recommendations

II. SEARCH COMMITTEE DEVELOPS SCREENING QUESTIONS

Applicant screening questions are a useful tool used within the applicant tracking system designed to screen out applicants who do not meet minimum job qualifications and identify applicants with preferred qualifications. Screening out applicants who do not meet minimum job qualifications may significantly reduce the number of applicants the committee is required to review and score. Screening questions also provide the committee with information about the applicants' qualifications that may not otherwise be included on the employment application or CV. The information provided by applicants on the screening questions may then be used to score application materials on the application ranking grid.

Click here for [Sample Screening Questions](#).
III. HR Posts Position & Applicants Apply
Vacant positions shall generally be posted externally on the college’s website for a minimum of 2 weeks (10 business days). The dean shall notify human resources when to remove the position from the web after he or she feels there is a sufficient pool of qualified applicants to review. Subject to available advertising budget, certain positions may be posted on other 3rd party publications and websites as recommended by the dean and approved by human resources.

When applicants apply for faculty positions, they are required to attach unofficial copies of their qualifying transcripts. If their degree is from a country other than the United States, they must also attach an evaluation from a NACES member evaluation agency stating the U.S. equivalency of their degree(s). Applicants who do not provide this information may not be considered. Click here to view Collin College’s Official Transcript Guidelines.

All applicants must apply online by visiting http://jobs.collin.edu.

IV: Search Committee Assigns Points & Criteria to Applicant Ranking Grid

What is the purpose of the applicant ranking grid?
The purpose of the applicant ranking grid is to provide an objective, consistent method of identifying top candidates and documentation to support hiring decisions. The search committee grid workbook can be found on the HR Website or by contacting human resources.

Applicant Ranking Grid Criteria & Points
- Established PRIOR to review of application materials
- Based on knowledge, skills, abilities and needs of department
- Must be SPECIFIC, MEASURABLE & JOB-RELATED
- Points should be weighted based on preferred qualifications

NOTE: CougarHR access will not be granted to committee members until after the committee’s applicant grid points and criteria have been approved by the dean and HR.

<table>
<thead>
<tr>
<th>APPLICANT RANKING GRID DO’S &amp; DON’TS</th>
</tr>
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<tbody>
<tr>
<td>• DO ensure your grid criteria includes the minimum job qualifications and disqualifies applicants who do not meet minimum requirements</td>
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<tr>
<td>• DO determine the importance of each criterion and weigh your points accordingly.</td>
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<tr>
<td>• DO put careful consideration into what qualifications the ideal candidate should possess</td>
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<tr>
<td>• DO clearly define your measurement scales</td>
</tr>
</tbody>
</table>

| DON’T include criteria that cannot be measured when reviewing application materials |
| DON’T include criteria that could be viewed as subjective |
| DON’T award or deny points for information that is not included on the ranking grid or in the application materials |
V: SEARCH COMMITTEE SCORES APPLICATION MATERIALS

Once the position has been posted with the committee's screening questions and the committee's applicant ranking grid criteria and points have been approved by the dean and HR, all search committee members will be granted CougarHR access to review applicants as they apply.

Click here to view CougarHR Navigation Guide & Helpful Hints.

ALL Committee Members Rank Applicants

- Completed on ALL applicants individually by EACH search committee member
- Use pre-established ranking grid criteria and point ranges
- Information not included on ranking grid or in the application materials (i.e. social networking sites, student evaluations, references, personal knowledge of applicants) MAY NOT be used during the application ranking process. If a committee member becomes aware of any information about an applicant that may affect his or her eligibility for employment, the committee member should notify the dean. The information should not be shared with the other committee members.
- The search committee may request additional information from top ranking candidates (i.e. teaching philosophy, sample syllabus, letters of recommendation, etc.)

Chair Completes Summary Results Grid

- After all committee members have completed scoring all applicants, the chair should compile individual member scores for each applicant into summary results grid to identify the top-scoring applicants.
- Recommended interviewees should generally match the top-scoring applicants identified by the summary results grid. If a candidate with a lower score is recommended for interview over a candidate with a higher score, acceptable written justification must be submitted and be approved by the dean and HR.

VI: SEARCH COMMITTEE DEVELOPS INTERVIEW QUESTIONS

The search committee establishes job-related questions to be asked at the interviews. Interview questions must be entered on the search committee grid workbook and submitted to the dean and HR for approval in advance of conducting interviews. Open-ended, behavioral questions are especially helpful and are recommended.

Click here to view Sample Interview Questions.
VII: SEARCH COMMITTEE & DEAN CONDUCT INTERVIEWS

Prior to Scheduling Interviews:
The following must be approved by both the dean and HR:
1. The completed individual ranking grids from each committee member
2. The completed summary ranking grid, which identifies recommended interviewees, including any justification for recommendations that do not match scores.
3. A list of any current Collin College associate faculty members who will NOT be invited for on-campus interviews.

- The committee, with the dean's approval, determines a teaching topic to be presented by the finalist candidates.
- The search committee may elect to have the search committee interviews and teaching presentations of the final candidates videotaped. Each candidate must be notified of such taping prior to scheduling the interview and queried to obtain permission for the taping. If the candidate does not authorize the videotaping, he/she may be excluded from the interview process.
  - Any video tapes or other records created in the search committee and interview process must be returned to HR upon completion of the process.
- The committee chair (or designee) coordinates interviews, based on availability of the search committee and dean, as well as any room reservations, necessary equipment and/or accommodations the presenters will need.

Prior to Conducting Interviews:
The following must be approved by the dean and HR:
1. The interview criteria and points
2. The search committee’s interview questions
3. The dean’s interview questions

Candidates recommended for interview will also be sent a Consent for Criminal Background Check form via email from CougarHR. Background checks will only be conducted on candidates who are recommended as finalists by the dean AFTER interviews have been conducted.

During the Interviews:
- Preliminary interviews may be conducted by phone.
- If all search committee members are not able to participate in the telephone interviews, the search committee must ask the candidate for his/her permission to record the interview. The question and answer must be recorded. If the candidate does not authorize the recording, he/she may be excluded from the interview process.
- All interviews must be conducted in the same format.
- All committee members must be in attendance for each on-campus interview.
- Ask only pre-approved, job-related interview questions in order to ensure consistent treatment of all candidates and avoid and potential for questions that may be considered discriminatory.
- All committee members individually complete their interview grid ranking for each candidate interviewed.
INTERVIEW QUESTION DO’S & DON’T’S

- **DO** describe the essential job functions and ask if candidates will be able to meet them
- **DO** ask job-related questions that determine not only if the candidate has the minimum qualifications, but also the preferred qualifications for the job
- **DO** develop questions ahead of time and ask the same questions of all candidates
- **DO** keep the conversation focused on job-related information

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- **DON’T** ask questions that may potentially indicate discrimination against certain individuals, even if that is not your intent.
- **DON’T** ask questions about age, current/future marital/parental status, religion, citizenship, national origin, ethnicity, disability status, etc.
- **DON’T** ask personal questions. Engaging in too much small talk may lead to inadvertently asking a question that could be perceived as discriminatory.

The Dean meets with the candidates (individually or with the committee) and provides the following information to all candidates:

1. An overview of Collin College, the division, responsibilities, typical teaching load/schedule, expectations of the position and a copy of the job description.
2. A copy of the current **Full-time Faculty Hiring Salary Guidelines Chart** which can be found on the [HR Website](#).
   - Official hiring salary will be calculated by human resources upon final hiring recommendation. Specific salary amount should not be quoted during the interview process, or by anyone other than human resources.
3. Briefly explain the selection process so the candidate knows what to expect (i.e. interviews completed, committee recommendation, background/reference checks, approvals, etc.).
4. Inform the candidates that once a hiring decision has been made, they will receive a personal notification from the dean of either an offer of employment, or notification that another candidate has been chosen.
   - **DO NOT** extend an offer, or imply an offer of employment until every step of the search committee process is complete, all documentation has been submitted and all approvals have been obtained.

**Additional Interview Guidelines and Information:**

- Faculty and administrators not serving on the search committee may attend the search committee portion of the interviews and/or teaching demonstrations and provide verbal input to the committee at the conclusion of the interview; however, individuals not serving on the committee may not participate in the formal candidate scoring process. (Note: The identity of a candidate may not be announced prior to the interview session).

- **Lunch/Dinner with Candidates.** If the Search Committee extends an offer to have lunch/dinner with the candidates, the offer must be extended to all candidates. In the event the offer is extended, but declined by one or more candidates, the Search Committee may continue to extend the offer to the remaining candidates. Lunch/dinner expenses, for the candidate only, will be covered by the department.
• **Reimbursement for Airfare/Mileage.** The College, through the Human Resources budget, will reimburse up to $200 toward coach airfare or mileage for finalist applicants who live outside the Dallas Metroplex and travel at least 200 miles roundtrip to interview on campus. The College does NOT reimburse for hotel, rental car, or other travel expenses. Frequent flyer miles are also not reimbursable. Travel arrangements are the responsibility of the candidate. Mileage and/or airfare receipts should be forwarded to Human Resources for processing.

**VIII: SEARCH COMMITTEE RECOMMENDS CANDIDATES FOR HIRE**

Following the interviews, the committee members enter their interview scores for each candidate. The overall application and interview scores from all members should then be compiled into final summary results by the chair. The committee should then review the overall scores for each candidate in order to make a group decision of which candidates to recommend for potential employment. If the candidates’ total points do not support the committee’s hiring recommendations, comments must be entered to justify the discrepancy.

Ideally, at least 2-3 candidates should be recommended for further consideration for each vacancy.

- Recommendation to hire should be based on an OVERALL assessment of the candidates. ALL information, including the summary grid and interview scores should be considered.
- **ALL** candidates recommended by the committee are then reviewed by the dean. Then dean will select a finalist for each vacancy and work with HR to conduct the necessary background checks.

**IX: DEAN MAKES FINAL SELECTION/INITIATES BACKGROUND & REFERENCE CHECKS**

**Criminal Background Checks**

Dean recommends finalist to HR by changing the candidate’s status to “**Recommend for Hire-Check Background/References**” in CougarHR. HR runs applicable background checks and determines if the candidate is either “employable” or “not recommended for employment”. Candidates who are “not recommended for employment” will receive written notification of their status from HR and the dean will be notified.

**Employment Reference Checks**

Following the criminal background checks, the dean conducts employment reference checks and enters the reference notes into the candidate’s application profile in CougarHR.

*Click here to view Sample Reference Check Questions.*

**NOTE:** The dean makes the final hiring recommendations for approval by VP/Provost, Sr. Vice President and District President. Candidate(s) recommended by the search committee may not necessarily be the same finalist(s) recommended for employment by the dean due to additional information taken into account that may not have been available to members of the committee.
**X: DEAN OBTAINS OFFER APPROVALS**
The approval process steps, completed within the CougarHR system, are as follows:

- **Dean**: Changes recommended candidate’s status to "Initiate Offer Approvals".
- **HR**: Calculates candidate's hiring salary and submits offer letter for approvals in CougarHR.
- **VP/P**: Receives an email that an offer is pending approval, reviews all search documentation and approves.
- **Sr. VP**: Receives an email that an offer is pending approval, reviews all search documentation and approves.
- **President**: Receives an email that an offer is pending approval, reviews all search documentation and approves.
- **Dean**: AFTER the offer is approved through all levels, the dean receives an email that the offer is pending his/her approval. **BEFORE approving via the email, the dean contacts the candidate to extend an oral offer.** If the candidate accepts, the dean then approves the offer electronically, which automatically releases the offer letter to the candidate.
- **Candidate**: Receives the offer letter via email, formally accepts the offer electronically and completes the necessary pre-employment orientation/paperwork which are included as hyperlinks in the offer letter.

**NOTE:** All offers of employment are contingent upon final approval by the Board of Trustees. Full-time faculty members may not begin employment until after they have been approved by the Board, unless extenuating circumstances exist and written provisional approval is obtained from the District President.
XI: DEAN/HR NOTIFY CANDIDATES & INITIATE ONBOARDING

After the final candidate accepts the offer of employment, the applicants and interviewees who were not selected must be notified and additional steps must be taken to on-board the newly-hired faculty member.

HR Consultant

- Prepares documentation on selected candidate for final Board approval
- Mails official faculty contracts out AFTER new faculty members are approved by the Board
- Initiates payroll set up and notifies HelpDesk of new hire
- Dispenses remaining applicants in CougarHR and designates the position as filled
- Sends notifications that the position has been filled to all applicants.

Dean

- Contacts applicants who were interviewed, but NOT selected
  - Thank them for the opportunity to interview them and inform them the position has been filled with a candidate whose qualifications more closely met the needs of the department.
  - Keep the notification brief and to the point, without going into specific details as to why they were not selected.
- Completes the “New Hire IT Services Request Checklist”
  - A link to the checklist will be sent via email from the HelpDesk.
  - It is critical that the checklist is completed prior to the new faculty member’s first day, so he/she is set up appropriately for payroll and has the necessary equipment and system access.
- Creates on-boarding plan for the new employee to ensure he/she has the necessary information and tools to feel welcome and be successful in the new position.
  - Visit the HR website or contact your HR Consultant for additional on-boarding tips and resources.
**SAMPLE APPLICANT SCREENING QUESTIONS**

1. What is the highest level of education you have completed from a regionally accredited institution? *(multiple choice, select only one)*  
   - Bachelor’s degree *(knock out)*  
   - Master’s degree  
   - Doctoral degree  
   - None of the above *(knock out)*

2. In which of the following disciplines have you completed 18 or more graduate hours? *(multiple choice, one option)*  
   - Mathematics  
   - Statistics  
   - Both of the above  
   - None of the above/Other *(knock out - if this were a math position)*

3. Please describe your teaching philosophy. *(essay)*

4. Which of the following course(s) have you taught? *(multiple choice, select all that apply)*  
   - College Algebra - MATH-1314  
   - Elementary Statistics - MATH-1342  
   - Pre-Calculus - MATH-2312  
   - Calculus I - MATH-2413  
   - Calculus II - MATH-2414  
   - Calculus III - MATH-2415

5. Please list any awards in teaching excellence that you have received. *(essay)*

6. Do you have experience teaching online courses? *(multiple choice, select only one.)*  
   - Yes  
   - No

7. Are you able to work a flexible schedule which may include evenings, weekends, online and/or dual enrollment courses? *(multiple choice, select only one)*  
   - Yes  
   - No *(knock out - if this schedule is required of the position)*
**Sample Interview Questions**

1. Why are you interested in teaching at a community college rather than at a four-year college, and in particular, why are you interested in teaching at Collin College?
2. What are your career objectives, and how does this position meet your objectives?
3. How would you describe your teaching style (question/answer, lecture, group discovery) and grading style?
4. What efforts have you made to facilitate student success, motivate students and improve retention?
5. How do you deal with academic diversity in the classroom?
6. How would you handle a situation involving a disruptive student during class?
7. If you could pick your ideal teaching schedule, what courses would you choose?
8. What is your perception of the typical community college student?
9. What teaching methods do you find work best for you in the classroom?
10. What do you believe is the appropriate role of technology in the classroom and how do you integrate technology into the classroom?
11. What methods do you use to evaluate and/or assess your students?
12. Please address the following situation: A student is consistently dominating class discussion. Several students in your class have come to you complaining that this individual’s behavior prevents them from participating in the class. How do you manage the conflict?
13. Reflecting on your teaching experience, what was one of your most significant teaching moments and why?
14. Based on your student evaluations, what do students say about your class and have any student comments been significant enough to inspire a change in your teaching style?
15. As a professor and member of a college community, what would you consider to be your greatest strengths and weaknesses?
16. Are there any questions you have of the search committee?
17. Is there any additional information you would like to provide that could help us make a hiring decision?
SAMPLE REFERENCE CHECK QUESTIONS

Name is a candidate for the position of Professor, ________ and has provided your name as a professional reference. Would you please take a few minutes to answer the following questions? We appreciate you taking the time to answer these questions.

1. How would you rate (name) knowledge/ability in discipline?
2. How prepared was (name) for class?
3. What can you tell me about your evaluations of (name)?
4. What can you tell me about his/her student evaluations?
5. What strengths did he/she bring to the department?
6. What would be an area that needs improvement or development?
7. What can you tell me about how he/she relates to students?
8. How does he/she work along with faculty?
9. What are some of the college-sponsored organizations, committees, etc. in which (name) has participated?
10. Is there any additional information you would like to provide to me?
FREQUENTLY ASKED QUESTIONS

Q. May the Search Committee contact a colleague from an applicant’s former or current university or college to get input about the candidate?
   A. No, we do not want to jeopardize the person’s current position. References should only be checked by the Dean after finalist(s) are identified.

Q. Some applicants do not attach a copy of their qualifying transcripts when applying online, may they still be considered?
   A. All applicants (internal and external) are notified on several occasions before, during and after the application process that they must submit a copy of their qualifying transcripts in order to be considered. If an applicant does not attach transcripts, his/her application should be deemed incomplete and s/he may not be considered until such information is received. All applicants must be treated the same; therefore, if one applicant who neglects to attach transcripts is contacted to obtain the missing information, all applicants who did not attach transcripts must be contacted and given another opportunity to submit their transcripts.

Q. Some applicants have trouble attaching their transcripts to the application. May they still apply?
   A. Yes. Ask them to email their transcripts to Vicki York, HR Specialist, at vyork@collin.edu and she will scan and attach the transcripts to the application.

Q. May the Search Committee consider information found on the Internet as part of the selection process?
   A. No. Information found on the Internet may only be used by the deans as part of their consideration in the background/reference check process. Deans must consider the source of the information and ensure they have reliable and complete information; questions about use of this information should be referred to HR prior to its use.

Q. May students attend the presentations by the candidates or may the candidates teach the first 15 minutes of a current class as their presentation?
   A. No. Students may not attend presentations by candidates. Candidates who are not employees of the college may not teach part of a class.

Q. How do we confirm that an applicant’s education is from a regionally accredited college if we do not recognize the college’s name?
   A. Consult the Higher Education Directory or visit http://www.chea.org. If in doubt, contact your HR Consultant.

Q. May student evaluations be used by the search committee?
   A. No; however, if student evaluations are available on current employees, the dean may consider them as part of the background/reference check process.
Q. May the search committee use phone interviews for the first round of interviewing candidates?
   A. Yes, especially for candidates who may live out of state/country. However, be sure to follow the specifics listed in the guidelines to ensure equitable treatment of all candidates.

Q. May the search committee conduct web-based interviews (i.e. Skype or similar)?
   A. No. All interviews must be conducted in the same format and while web-based interviews may be considered at some point in the future, the college does not currently have the necessary technology to ensure equitable treatment of all candidates.

Q. What about applicants who received their degree from a country other than the United States, or who have a transcript in a language other than English?
   A. Foreign transcripts must be evaluated (and translated if applicable) by a NACES member evaluation agency in order to determine the U.S. equivalency PRIOR to being considered during the search committee screening process. Applicants who do not provide the required transcript evaluation documentation with their application may not be considered until such documentation is received. Questions regarding transcripts should be directed to your HR Consultant.

   See the Official Transcript Guidelines on the HR website for more information.

Q. Are faculty candidates who are offered a position with Collin College offered relocation assistance?
   A. Yes, newly-hired benefits-eligible faculty and administrators who must relocate to work for Collin College are offered relocation reimbursement for eligible moving expenses. The maximum reimbursement amount is generally between $350 and $500, depending on the state from which the faculty member relocates. In the event the faculty member voluntarily leaves Collin College before completing one full year of employment, all monies paid by Collin College for relocation expenses must be reimbursed to Collin College in full. For additional details regarding relocation reimbursement, contact Human Resources.