



FACULTY Search Committee Manual

Procedures & Guidelines for Hiring Full-Time Faculty

Contents

INTRODUCTION	3
STEPS INVOLVED IN THE SEARCH PROCESS	4
STEP 1: HR POSTS/ADVERTISES POSITION	4
STEP 2: DEAN FORMS SEARCH COMMITTEE	4
STEP 3: SEARCH COMMITTEE ASSIGNS POINTS AND CRITERIA TO APPLICANT RANKING GRID	6
STEP 4: SEARCH COMMITTEE DEVELOPS INTERVIEW QUESTIONS	6
STEP 6: SEARCH COMMITTEE & DEAN CONDUCT INTERVIEWS	7
STEP 7: SEARCH COMMITTEE RECOMMENDS CANDIDATES FOR HIRE	8
STEP 8: DEAN MAKES FINAL SELECTION/CHECKS REFERENCES/ BACKGROUND	9
STEP 9: DEAN OBTAINS APPROVALS OF VP/P & SVP	9
STEP 10: DEAN/HR NOTIFY CANDIDATES & INITIATE ONBOARDING	9
PROCESS & DOCUMENTATION CHECKLIST.....	11
SAMPLE INTERVIEW QUESTIONS	12
SAMPLE REFERENCE CHECK QUESTIONS.....	13
FREQUENTLY ASKED QUESTIONS	14

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:

- Recruit and hire the best available and most qualified candidate for the position.
- Provide an equal opportunity for consideration to all qualified and interested persons.
- 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:** Members of search committees should make every effort to 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 Search Committee Chair. Upon learning of any conflict of interest, the Search Committee Chair should discuss the matter with the appropriate administrator. An individual who accepts 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.

STEPS INVOLVED IN THE SEARCH PROCESS

The steps involved in the faculty search process are listed below. To avoid unnecessary delays in the search process, please refer to the Search Committee Documentation Workbook to ensure appropriate documentation is submitted at each step.

- Step 1:** HR Posts/Advertises Position
- Step 2:** Dean Forms Search Committee
- Step 3:** Search Committee Assigns Points and Criteria to Ranking Grid
- Step 4:** Search Committee Develops Interview Questions
- Step 5:** Search Committee Scores Application Materials
- Step 6:** Search Committee/Dean Conduct Interviews
- Step 7:** Search Committee Recommends Candidates for Hire
- Step 8:** Dean Makes Final Selection/Checks References/Background
- Step 9:** Dean Obtains Approvals of VP/P & President
- Step 10:** Dean and HR Notify Candidates and Initiate Onboarding

STEP 1: HR POSTS/ADVERTISES POSITION

Campus/Division Transfer Postings

Vacant full-time faculty positions shall generally be posted internally for 1 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. For more information regarding Collin College's Full-time Faculty Transfer Guidelines, visit the HR Website.

External Postings

After any internal campus transfers have been identified, the resulting positions shall generally be posted externally on the college's website for a minimum of 2 weeks. At this phase, Associate Faculty, Full-time Faculty not on a multi-year contract and Developmental Education Faculty members may apply. 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.

STEP 2: DEAN FORMS SEARCH COMMITTEE

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

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 district-wide academic discipline and requests that faculty interested in serving on the Search Committee submit such desire in writing.
- The Dean appoints interested faculty to the Search Committee and appoints a Search Committee Chair. The Dean will strive for balance and representation across the District where applicable.

- The appointed Search Committee members meet or confer electronically and 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 VP/Provost for approval.
- The VP\Provost makes the final decision regarding faculty search committee membership. The faculty members within the district-wide academic discipline will be informed of the search committee membership in a timely manner. 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:

- | | |
|------------------------------|----------------------------|
| • Deans | • President |
| • Departmental Support Staff | • Search Committee Chair |
| • Human Resources | • Search Committee Members |
| • Vice President/Provosts | • 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 Search Committee 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:

- Provides leadership to its members
- Ensures procedures/laws are followed
- Records Search Committee attendance at each meeting
- Ensures all search committee documentation is complete and approved
- Looks for inconsistencies in grid scores for those non-subjective categories

What is a Search Committee Member?

The Search Committee Members review application materials, assist the Search Committee 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 application materials
- Assist Search Committee Chair
- Recommend candidates for interviews
- Participate in all interviews
- Evaluate candidates and participate in making hiring recommendations

STEP 3: SEARCH COMMITTEE ASSIGNS POINTS AND 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 justifiable documentation to support hiring decisions.

The Search Committee Grid/Documentation Workbook can be found on the HR Website.

Applicant 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

STEP 4: SEARCH COMMITTEE DEVELOPS INTERVIEW QUESTIONS

The Search Committee establishes job-related questions to be asked at the interviews. Interview questions must be submitted to the Dean and Human Resources for approval in advance of conducting interviews. Behavioral questions are especially helpful and are recommended. ***Click here to view [Sample Interview Questions](#).***

STEP 5: SEARCH COMMITTEE SCORES APPLICATION MATERIALS

Following approval of the ranking grid, search committee members will be granted CougarHR access to review applicants. For information on accessing and navigating CougarHR and some helpful hints to remember when reviewing application materials, see the ***CougarHR Search Committee Handout***.

ALL committee members complete Individual Ranking Grids

- 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 application materials (i.e. social networking sites, student evaluations, references, personal knowledge of applicant MAY NOT be used during the application ranking process)
- Search Committee may request additional information from top ranking candidates (i.e. teaching philosophy, sample syllabus, letters of recommendation, etc.)

Chair Completes Summary Ranking Grid

- Compilation of all individual ranking grids into summarized results
- Identifies and recommends top scoring candidates to be interviewed
- Recommended interviewees should generally match the top-scoring applicants identified by the summary 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 approved by the Dean and Human Resources.

STEP 6: SEARCH COMMITTEE & DEAN CONDUCT INTERVIEWS

PRIOR to scheduling interviews:

The following must be approved by both HR and the Dean:

1. The completed individual ranking grids from each committee member
 2. The completed summary ranking grid, which summarizes the scores of the individual grids and identifies the recommended interviewees
 3. Identify those current Collin College Associate Faculty members who will NOT be invited for on-campus interviews.
 4. The list of recommended candidates to be invited for in-person interviews. Once this list is provided, Human Resources will run applicable background checks and determine 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.
- The committee, with the Dean’s approval, determines a teaching topic to be presented by the finalist candidates
 - The Chair, or designated departmental staff member, coordinates interviews based on availability of the Search Committee and Dean, as well as any necessary equipment 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

Conducting 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 not be considered to proceed with the interview process.
- All interviews must be conducted in the same format.
- All committee members must be in attendance for each interview
- Ask only pre-approved, job-related interview questions in order to ensure consistent treatment of all candidates and avoid any potential for questions that may be considered discriminatory
- All committee members individually complete the **Interview Grid** for each candidate interviewed.

The Dean generally meets with the candidates individually and provides the following:

- An overview of Collin College, the division and the responsibilities and expectations of the position, including a copy of the job description.
- Salary range for Full-time Faculty and explanation that offered salary will be based upon a combination of Education and Experience.

- **NOTE:** 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.
- Briefly explain the selection process so the candidate knows what to expect (i.e. interviews completed, committee recommendation, background/reference checks, approvals, etc.).
- 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.
 - **NOTE:** 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 received and the candidate has been approved.

Additional Interview Guidelines and Information:

- Faculty and Administrators not serving on the Search Committee may attend the faculty Search Committee portion of the interviews and provide verbal input to the committee at the conclusion of the interview and teaching presentation; 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 \$300 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 will not reimburse for hotel, rental car, or other travel expenses.* Travel arrangements are the responsibility of the candidate. Mileage and/or airfare receipts should be forwarded to Human Resources for processing. * The applicant that accepts the offer will be reimbursed the full amount of air fare and the cost of a hotel room for a total of one night.

STEP 7: SEARCH COMMITTEE RECOMMENDS CANDIDATES FOR HIRE

Following the interviews, the Chair compiles the Individual Interview Grids from each committee member to complete the Summary Interview Grid.

The overall scores from **both** the **Summary Ranking Grid** and the **Summary Interview Grid** are then used to complete the **Final Summary Results form**, which recommends the top candidates (generally 2-3 per vacant position) for potential employment.

- 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 reviewed by the Dean.

- **STEP 8: DEAN MAKES FINAL SELECTION/CHECKS REFERENCES/
BACKGROUND**

Employment Reference Checks

Following favorable outcome of the criminal background checks, the Dean is notified by HR to begin employment reference checks. *Click here to view [Sample Reference Check Questions](#).*

NOTE: The Dean makes the final hiring recommendation for VP/P approval. 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 or factors taken into consideration that may not have been available to the committee.

STEP 9: DEAN OBTAINS APPROVALS OF VP/P & PRESIDENT

The steps in the final candidate approval process are as follows:

1. **Dean** changes the finalist candidate's status to **"Initiate Offer/Approvals"** on the candidate's **Workbench** tab in **CougarHR**
2. **HR Consultant** calculates the final hiring salary based on applicable education and experience credit and submits offer letter for approvals in CougarHR.
NOTE: The offer letter will not be prepared until ALL individual and summary documentation has been submitted to HR via the Search Committee Documentation Workbook.
3. **VP/Provost** receives email notification that the offer is pending approval, reviews all documentation and approves via CougarHR.
4. **President** receives email notification that the offer is pending approval after it is approved by the VP/P. President reviews all documentation and approves via CougarHR.
5. **Dean** receives email notification that the offer is pending approval AFTER the candidate has been approved by both the VP/P and President.
 - a. **PRIOR TO approving in CougarHR, the Dean contacts the candidate and extends an oral offer.** If offer is accepted, the Dean then approves via CougarHR, which automatically releases the offer letter email to the candidate.
6. **Candidate** receives offer letter via email with instructions to formally accept via CougarHR.

STEP 10: DEAN/HR NOTIFY CANDIDATES & INITIATE ONBOARDING

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 Help Desk 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 who were not interviewed and not selected.

Dean

- Contacts candidates who were **interviewed, but not selected** to interview and inform them the position has been filled with a candidate who more closely met the needs of the college and thank them for the opportunity to interview them.
 - Keep the notification, short and to the point, without going into specific details as to why they were not selected.
- Completes the Supervisor IT Checklist
 - A link to the checklist will be sent via email from Human Resources.
 - 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 access.
- See the HR Website for the Supervisor's Onboarding Checklist, which contains additional information and tips for on-boarding new employees.

PROCESS & DOCUMENTATION CHECKLIST

All required search committee documentation is completed using the **Search Committee Ranking Grid Workbook**. **REMINDER:** Documentation required for each step must be submitted and approved by the Dean and HR before proceeding to the next step in the search process.

PRIOR TO REVIEWING APPLICATIONS:

- ☐ **Search Committee Chair** submits the proposed Applicant Ranking Grid criteria and points to the Dean and HR for approval (*point scale must also be defined*)
- ☐ **Dean and HR** review and approve proposed Applicant Ranking Grid criteria and points

PRIOR TO SCHEDULING INTERVIEWS:

- ☐ **Search Committee Chair** sends Dean & HR the following using the Faculty Search Documentation Workbook:
 1. Completed Individual Applicant Ranking Grids from every committee member
 2. Completed Summary Applicant Ranking Grid which includes a summary score for every applicant and identifies recommended interviewees
 3. List of Associate Faculty Not Invited for Interview
 4. Proposed Interview Grid Criteria and Points
 5. Committee's Proposed Interview Questions
- ☐ **Dean** submits his/her proposed interview questions to HR
- ☐ **Dean and HR** review and approve the documentation listed above

PRIOR TO EXTENDING AN OFFER:

- ☐ **Search Committee Chair** compiles and submits the following:
 1. Send HR Individual Interview Response Grids from each committee member
 2. Send HR Summary Interview Response Grid
 3. Send HR 'Final Summary Results & Recommendations' Form
- ☐ **Dean** submits the following prior to extending an offer:
 1. FCI - Faculty Credential Inventory Form
 2. Enter Reference notes into candidate's 'Information' tab in CougarHR
 3. Finalist's status changed to 'Initiate Offer/Approvals' on the 'Workbench' tab

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. How do you integrate technology into the classroom?
5. What efforts have you made to facilitate student success, motivate students and improve retention?
6. How do you deal with academic diversity in the classroom?
7. How would you handle a situation involving a disruptive student during class?
8. If you could pick your ideal teaching schedule, what courses would you choose?
9. What is your perception of the typical community college student?
10. What teaching methods do you find work best for you in the classroom?
11. What do you believe is the appropriate role of technology in the classroom and do you technology in the classroom?
12. What methods do you use to evaluate and/or assess your students?
13. 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?
14. Reflecting on your teaching experience, what was one of your most significant teaching moments?
15. Based on your student evaluations, what would students say about your class and has any student comments been significant enough to inspire a change in your teaching style?
16. As a teacher and member of a college community, what would you consider to be your greatest strengths and weaknesses?
17. Are there any questions you have of the search committee?

SAMPLE REFERENCE CHECK QUESTIONS

Name has applied 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? Thank you in advance for taking the time to answer these questions.

1. How would you rate (name) knowledge/ability in discipline?
2. How prepared was (name)?
3. What can you tell me about your evaluations of (name)?
4. What can you tell me about 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?
11. Is there any additional information that you can 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, such as social networking sites, 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.

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. The deans should have one available, or check this web site: <http://www.chea.org> If in doubt, contact your HR Consultant

Q. May student evaluations be used by the search committee?

A. No; however, 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 those candidates who may be out of state/country. However, be sure to follow the specifics listed in the guidelines 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.