

# How to Handle the Negotiation Process?

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# Outline

- Navigating Process
- Negotiation of Salary
- Negotiation of other forms of compensation
- Negotiation of startup funds
- Other issues – Teaching, Advising, Service
- Do and Don't
- Summary

# Navigating the Process

- **You got a job offer and now what?**
- **You start negotiation of the terms of the position**
- When you get the offer, you can express enthusiasm, joy, gratitude, but **don't say "yes" right away!!!**
  
- Collect your thoughts
- Clarify details of the offer
- Gather more information
- Evaluate the offer in terms of your priorities
- Negotiate for what you want
- Determine whether the final offer is acceptable

# Knowing Yourself

- Two important aspects of the job: **salary** and **institution prestige**
- But your daily work will involve many other facets:
  - **WHAT DO I NEED TO BE HAPPY, PRODUCTIVE, AND GET TENURE?**
- **Set priorities** for different aspects of your future faculty life
- **Decide on resources**
  - Figure out what you need to be maximally productive
  - Figure out what you can get by on
  - Ask for the former, settle for the later
- **Articulate what is important for you** – it will ease the negotiation process
  - If people understand what you want, it becomes easier to satisfy your needs!

# Gather Information (1)

- **Ask for information** from the department head
  - Some department chairs have little sense what new faculty need
  - Your questions can help to educate the department about your needs
  - Answers will allow you to negotiate better, especially if you receive multiple offers
- **Seek information** from department and university – it is **perfectly normal!!!**
  - **Sources:**
    - Department chair
    - Other members of department – e.g., your interview host, other colleagues in your area
    - University and department websites – especially human resources department or web page.
    - Faculty handbook of the institution
    - AAUP recommended sources

# Gather Information (2)

- Make sure to ask and get as much information as possible
  - Faculty hired under unusual arrangements often discover that little thought had been given to details of their appointments or to mitigating predictable tension points.
  - **If your appointment is outside of norm (joint appointments, ...), push those making the offer to clarify (in writing) such matters as**
    - Tenure home
    - Performance criteria
    - Expectations
    - Mentoring structures
    - Teaching responsibilities
    - Office location
    - Lab and instrument sharing
    - ....
- **Seek advice widely – especially in nonstandard appointments**
  - Talk to people who are in similar situations

# Negotiation (1)

- Once an offer has been made, power balance shifts in your favor!!!
- **You will never be in a better position to get what you want than at that point!!!**
- Offer means
  - They want you
  - They will do what they can to get you (within their resources)
- **Your responsibility is to look out for your own interests**
- **Everyone negotiates**
- Many people fear that they will appear greedy and ungrateful if they ask for more money or additional perks, but that is rarely true!!! (but be careful how you ask!!!)
- **Offers are often constructed on the assumption that negotiation will occur!!!**

# Negotiation (2)

- **Be professional, honest and play fair**
- **Be courteous, ethical, prompt and willing to accept no as an answer**
- No harm to ask for information and perks you desire
  - Some things you ask may not be possible (at least not for you)
  - But if you do not ask, you may be unwittingly putting yourself at a professional disadvantage
- **Keep in mind that department has constraints**
  - You may not get everything you want
  - Some schools work with fixed salary scheduled by convention or union contract
  - Some schools have limited resources, and principles of equity between people and department limit the number of special arrangements
  - Ask about the various approaches
- **Limit the number of counteroffers and requests for information you make**
  - Department chair would prefer to go to the dean once rather than to resolve each issue separately

# Assessing Multiple Offers

- Multiple offers are great but also present considerable tension
- Offers rarely come in together, leaving candidate holding an offer from one institution while waiting for second institution to decide whether to make an offer.
- Be straight and let them know about other offer(s): departments understand about negotiating multiple offers and will often **extend deadline for deciding on position**
- If you request extension, however, you should be genuinely willing to accept the offer
- **Once you decide to turn down an offer, inform institution immediately**
- **Remember other candidates are waiting !!!!!**

# Negotiation of Salary

- Salary is important part of job offer
- Whatever you are offered, ask for more.
- **Difference in initial base salary is big contributor to earning gap between men and women in academia!!!**
  - Men negotiate more aggressively than many women do.
- **Salary matters not just for the present, but for the future !!!**
- Pay increases are usually a percentage of prior salary.
- You want to ask about
  - What is the length of contract: 9 months, or 11 months or 12 months?
  - What is the recent history of annual salary increases?
  - Can the paycheck be spread over 12 months?

# Negotiation of Salary (2)

- **Understand context of the offer**

- Smaller, less prestigious institutions, generally offer smaller salaries
- **What are the salary norms in your field?** – salaries depend on the field
  - Faculty members, recent graduates from your program and professional associations can help you determine salary ranges in your field
  - You may check out university library if they are able to give you departmental salaries, especially for recently hired assistant professors
  - You may check out web;
  - You may check out AAUP (Academic Association of University Professors) annual salary survey or database maintained on the web by Arizona State University
    - Data from US Department of Education's National Center for Education Statistics

- **Determine cost of living in the city in which you will live**

- Use cost-of-living calculators found on the web
  - Cost of housing, child care, car insurance, ...
- Consider job opportunities for your partner if this is an issue

# Negotiation of Salary (3)

- **Be careful how you negotiate!!** (Source of a Dialog: [Kelly 2014])
  - Candidate: Can you come up on the salary?
  - Dean: What are you thinking?
  - C: I'd like it to be higher?
  - D: How much higher?
  - C: I'd like to hear your best offer.
  - D: Why don't you take some time to think about what you need and call me tomorrow and give me your number.
  - C: (Next day) I'd like you to do better on the salary.
  - D: I need a number from you.
  - C: I'm not comfortable stating the number; I want you to how much more you can pay me.
  - D: If you won't tell me a number we can't negotiate, so I'm sorry, you are forcing me to pull the offer.
  - C: (Calls back the next day to plead for the position and tells the dean his adviser told him to use that strategy.)
  - D: So sorry but the job has been offered to someone else.

# Negotiation of Salary (4)

- **Summer support** is often separate from academic year salary
  - Many universities pay on 9 months contracts
  - New faculty often receive one or more months of summer salary in their first year or 2 years before they need to raise their own summer month salary
- You may also ask
  - Is summer teaching available?
  - Could research support for one or more summers be part of the start-up package?
  - Does the institution offer competitive grants for summer support?
  - Can faculty members spread their nine month salary over summer months.

# Negotiation of Other Forms of Compensation

- **Moving Expenses**

- Institutions may pay for all, some or none of your moving expenses
- **Estimate your moving costs** if you hire somebody or you do it yourself
- Find out whether institution will pay for your move directly
- Find out when you will be reimbursed
- Save your receipts of unreimbursed expenses since they may be tax deductible

- **Housing**

- Secure place before you actually move
- Ask for **second visit to see housing**
- You should do second visit before you accept the final offer
- Meet the realtor, get tour of town, learn about neighborhoods, local housing market
- If you plan to buy a house, find out market range for kind of home you want.
- If you plan to rent, find out common terms of leases
- Look for office that can help you with off-campus housing

# Other Forms of Negotiation

- **Health Care Questions**

- Does health care plan cover high cost items (e.g., eye care, physical therapy)?
- How much are insurance premiums?
- When does health plan take effect? – with your first paycheck, on your first day of work, or six months after you start work?
- Will the plan cover your partner or dependents?
- Is it possible to arrange for health-care coverage beginning in summer before you arrive?

- **Appointments of spouses or partners**

- Two-body problem – ask department chair to help you
- Some institutions have well-crafted strategies for helping with two-body problem

- **Other family-related benefits**

- Does the institution offer college tuition support for your children?
- Can family take classes or enroll in degree-granting programs at low or no cost?
- Will you and your family have access to facilities (e.g., day-care centers)?

- **Family-leave policies**

- How long is the tenure clock stopped for pregnancy and childbirth?
- Will you be relieved from teaching?
- Who will find your teaching replacement, you or department?
- Does family leave apply to men?
- Does it cover adoption or parent care?

# Other Questions

- Ask other questions
  - Can you arrange for an advance on your first paycheck?
  - Do **retirement and life insurance benefits** begin immediately, or do you have to work for the institution for certain time before they kick in?
  - How are **retirement plans structured**?
  - Does the institution offer tax-deferred savings plans or pretax reimbursement accounts for health or child-care costs?

# Balancing Faculty Roles

- Find out how you are **expected to allocate your time**
- Find out if you will be **protected from some of the more time-consuming demands**.
  - There are differences and they depend on the **mission of the institution** ; research universities, community colleges, regional universities, liberal arts colleges
  - **The role and size of department shape expectations**
    - Will you be called on to teach campus-wide “service” courses?
    - How many majors, graduate students, faculty does your department have?

# Teaching

- **Most time-consuming activity for new faculty!!!**
- **Clarify teaching load, number of classes each term, number of new course preparations you will have in the first few years, typical enrollment, types of students (undergrads, grads, majors, non-majors), freedom to develop new courses**
- **Out-of-class time**
  - What are the departmental norms for meeting with students outside of class?
  - How many office hours each week do faculty members hold?
  - How many undergraduate honors theses, master theses, PhD theses might you supervise?
- **Teaching flexibility**
  - If your load is relatively light, can you stack teaching so that you have a term with no teaching?
  - How are reductions in teaching load allocated in the first term, first year, any two semesters before tenure decisions, or the year before tenure decisions?
  - Under what circumstances is teaching reduced?
- **Teaching evaluation**
  - How will your teaching be evaluated?
  - Does the campus have resources to help improve your teaching?

# Advising

- Advising can absorb enormous amounts of time, especially first year
- Find out how much advising you will be expected to provide
- Find out whether advising training is available
  - Universities may have training courses for faculty
- Ask how **many students most faculty advise and how quickly you must reach full load**

# Service

- Faculty job comprises three components
  - Teaching
  - Research
  - Service
- Service is often **underappreciated component**
  - Includes service to **institution** (committee work, participation in undergrad student life)
  - Includes service to **public** (consulting, public speaking, outreach)
  - Includes service to **profession** (review of scholarly papers, leadership in your professional organization)
- Find out **how many committees and projects** you are expected to be involved with, and whether you might serve on campus-wide committees

# Other questions

- Will there be an **orientation for new faculty**?
- What mechanisms exist for learning about the institution and your department?
- Can you get an email account right away?
- How soon can you **start to get routine departmental information forwarded to you**?
- **Will you have a formal mentor? If so, whom?**
- If you must finish your dissertation in your first months on the job, what kind of support will you receive to ensure that you complete it?
- **Will you have secretarial support? If so what kind of tasks will the secretary perform?**

# Finding out about resources – RAs and TAs

- Will assistants be grad or undergrad students?
- Will they be assigned or will you select them?
- What responsibilities do TAs and RAs usually assume?
- How are salaries determined?
- **Are graduate assistants unionized?**
- **How is graduate student admission happening?**
- Will you get research assistants in your first year?
- Must you use grant or startup funds to pay them?
- Will you have to compete for students with your colleagues?

# Finding out about resources - equipment

- **Tell your department what supplies and equipment you will need to be productive**
  - Will you need special pieces of equipment, space for your office, lab, project, storage, computer hardware, software?
  - What kind of office supplies are provided?
  - Which are restricted and which must you pay from your grant money?
- **Startup funds**
  - **Really important to negotiate !!!**
  - Startup funds are often provided to launch research until grants come in
  - Your PhD advisor should be able to help you with list of your needs
  - Find out
    - How many years of startup funds are typical in your field?
    - How soon does the institution expect you to fund your lab from outside grant?

# Finding out about resources – Travel

- Will **travel to scholarly meetings, research trips, pedagogical conference be covered** or will you have to subsidize your travel out of your own pocket?
  - Are funds available for your students to travel?
- Research Grants
  - Will you be able to **buy out teaching** with grant funds?
  - Is support available for **undergrad research**?

# Keeping track of deadlines

- **Two deadlines are important for negotiation:**

- **Date by which you must decide whether or not to accept an offer**

- Institutions will expect you to respond to offer promptly
- Most colleges will give you reasonable period (usually 2 weeks) to decide and collect information
- If you can conclude negotiation earlier, do so
- If you need more time, ask

- **Starting Date on which you must start the job**

- You will want to know when your contract begins
- When you should arrive
- If your office will be ready when you arrive
- Ask about academic schedule
  - when are faculty expected to be around and available
  - When can faculty be off campus (during summer, winter break, ...)

# Do and Don't

- **Negotiation is a delicate dance**
- If you make reasonable requests and are easy to negotiate with, then it is a good sign to your future colleagues.
- But you can also destroy relationship if you play hardball in negotiations
- **Bottom Line: It never hurts to ask, but the way you ask can hurt.**

# Summary

- Rule 1: **Do your research**
- Rule 2: **Always negotiate over the phone or during second visit, never in writing**
- Rule 3: **Know your audience** (e.g., teaching colleges do not like if you ask for less teaching)
- Rule 4: **Prioritize your list of requests and modify as needed**
- Rule 5: **If you are going to ask for a partner hire, tread very carefully**

GOOD LUCK



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