

Academic Job Search: Negotiating Your Faculty Startup Package




Negotiating Your Faculty Compensation and Startup Package

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Agenda

- **Part 1: Negotiation *items***
 - Salary/compensation and other personal benefits
 - Departmental or institutional items
 - Start up funds and space
- **Part 2: Negotiation *process***
 - Review of samples
 - Step-by-step strategies
 - Tips for the negotiation conversation



Part 1: Negotiation items
**Salary/compensation and other
personal benefits**

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Part 1: Negotiation items
**Salary/compensation and other
personal benefits**


Faculty Salaries in the US may vary

- Doctoral Institutions***
- Masters Institutions***
- Baccalaureate Institutions***

-Chronicle of Higher Education/AAUP Survey chronicle.com
-Medical School faculty salaries - AAMC Faculty Salary Survey
-State institution employee salaries – individual salaries public information
-See major city newspaper websites for publication of salaries


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Part 1: Negotiation items

Salary/compensation and other personal benefits




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Part 1: Negotiation items


Salary/compensation and other personal benefits

Salary structure may be very complex!

- **9-month vs. 12-month structure**
- **Base salary may vary widely in large univ system**
 - Scale, rank, step
- **Plus add-ons at many institutions**

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Part 1: Negotiation items
Salary/compensation and other personal benefits

Salary structure may be very complex!

- **At UC, for example:**
 - “X factor” = base salary depends on dept’ s “scale”, may be the same for all in dept at rank and seniority
 - “Y factor” = compensation paid in addition to the base salary; negotiated depending on such factors as the quality, scope, and volume of a faculty member’ s teaching, research, clinical and administrative activities
 - “Z factor” = incentive compensation or bonus; based on service to dept, outside income, etc

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Part 1: Negotiation items
Salary/compensation and other personal benefits

- **Personal items that might be requested:**
 - Salary and compensation
 - Moving expenses
 - Housing loan assistance
 - House-hunting visit
 - Day care
 - Tuition assistance – Self? Family?
 - Summer salary support
 - Parking
 - Salary advance
 - Spouse/partner appointments or other dual-career couple issues

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UCSF University of California San Francisco

Part 1: Negotiation items Salary/compensation and other personal benefits

Stanford University

Stanford | The Clayman Institute
for Gender Research

About · Research · News & Publications · Events · Join Us ·

NEWS & PUBLICATIONS

Gender News articles

upRising

Research Publications

Media Mentions

Dual Career Toolkit

Dual Hiring & Diversity

Londa Schiebinger
Andrea Rees Davies
Shannon K. Gilmartin

THE CLAYMAN INSTITUTE
2008

The Michelle R. Clayman Institute for Gender Research at Stanford examined the academic ecosystem that graduate and postdoc job seekers face by looking at full-time faculty at 13 leading U.S. research institutions.

[Dual Career Toolkit](#)

[SEE ALSO THE FULL DUAL-CAREER ACADEMIC COUPLES REPORT >](#)

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UCSF University of California San Francisco

Part 1: Negotiation items Salary/compensation and other personal benefits

FIGURE 1: PARTNER STATUS OF U.S. ACADEMIC WORKFORCE^{^}**

9,043 Full-Time Faculty from 13 Leading Research Universities

Partner Status	Percentage
Have Employed (Non-Academic) Partner	36%
Have Academic Partner	36%
Have Stay-at-Home Partner	13%
Are Single	14%

**Seventy-two percent of full-time faculty in this study have employed partners.
Thirty-six percent have academic partners.**

[^] All data derive from the Clayman Institute's Managing Academic Careers Survey unless otherwise noted.
^{**} Percentages do not add to 100 due to rounding.
[‡] See Appendix D for methods notes.

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Part 1: Negotiation items General items for your success

- **Release time**
- **Teaching load requirements**
 - Teaching assistants?
 - Lab or lecture?
 - Postpone for initial year(s)?
 - Small class vs large class?
 - Loaned lecture materials?
 - Weekdays without teaching?
- **Service requirements**
- **Timing: Tenure clock, contract renewal dates, start date**
- **Graduate program affiliations**
- **Sabbatical**
- **Unrestricted account in your name**

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Negotiation items: Start-up Funds and Space


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Start-up funds: How are they structured?

- Lump sum?
- Funded exactly from your submitted detailed list?
- Is your salary included in the package or separate?
- Typically 4 categories: reagents, equipment, staff, research support
- Key: Enough to cover your costs until you generate another revenue stream

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Start-up funds: How are they structured?

- Key: Enough to cover your costs until you generate another revenue stream

Enough:

- Reagents
- Equipment – expensive one time cost; you may be pushed to share
- Staff – recurring cost, so most difficult to negotiate;
 - one PhD student, one postdoc, one technician could exceed \$230,000/year including benefits

Until:

- How long will funds be available? 3 yrs? 5 yrs?
- Do you have discretion on the per-year amount that you will spend? Can funds be carried forward year-to-year?
- If you get a grant, do you immediately lose your startup funding?
- Find out about the institution's indirect cost policies

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Start-up funds: How are they structured? (editable file available at career.ucsf.edu)

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	A	B	C	D	E	F	G	H	I	J	K
	PERSONNEL AND EQUIPMENT						Estimated Costs				
	Category						3-year or item	% of			
							Cost	Total	Subtotal	% of	Total
4	Staff, students	grad student	salary					0.00			
5			tuition					0.00			
6	and 1 lab tech		benefits					0.00			
7	but no grad student	postdoc	salary	(assume total cost is \$48K each/yr)		0	0.00				
8			tuition	(1 for 2 years covered by department)				0.00			
9			benefits					0.00			
10		lab tech	salary	(assume total cost is \$33K each/yr)		0	0.00				
11			tuition	(1 for 2 years covered by department)				0.00			
12			benefits					0.00	0.00	0.00	
13	Animals (primarily mice)	Housing, 1100 cages, 3 years						58035	12.75		
14		Mice—purchase and transfer						10000	2.20		
15		Genotyping (shared equipment?)						6000	1.32	74035.00	16.26
16	Multielectrode array system	MCS MEA-1060 system						50000	10.98		
17		infrared dissection system	dissection scope					6000	1.32		
18			infrared illuminator					200	0.04		
19			eyepiece adapters (x2)					700	0.15		
20			infrared camera attachments x2					4600	1.01		
21			normal illuminator					530	0.12		
22		multielectrode arrays						2000	0.44		
23		visual stimulus system	Intel Mac (no monitor)					3200	0.70		
24			neutral density filter set					350	0.08		
25			monitor (CRT)					600	0.11		
26			projection lens					1000	0.22		
27			software	Matlab				500	0.11		
28				PsychToolbox				0	0.00		
29				Matlab continuing update licence to				400	0.09		
30				USB PMD-1208FS				150	0.03		
31				stim. trigger				50	0.01		
32				various BNC cables				10000	2.20		
33				Lucivid CRT system for stimulus presentation				250	0.05		
34				monitor calibration d4 Spyder2PRO				1550	0.34		
35				radiometer (light meter)				2500	0.55		
36				medium-quality dissection scope head (for stimulus alignm				700	0.15		
37		misc.		tissue hold-down, perfusion parts				100	0.02		
38				conductive pads ("Zebra" 45mm2)				300	0.07		
39		data: sorting and analysis	software	Offline Sorter				4200	0.92		
40				NeuroExplorer				3300	0.72		
41				Igor Pro				400	0.09		
42			hardware	analysis PC				1500	0.33		
43				external large data drive				400	0.09	95380.00	20.95

UCSF
University of California
San Francisco

General Research Support from Department or Institution

- Administrative/clerical support – grant writing support, other writing support, dealing with new hires
- Students/postdocs on departmental training grants
- Core facilities and shared research equipment/resources
- Office space, support
- Computers and software
- Travel support
- Submission and publication fees (can add up)

Lab Space

- Space is money
- Quantity, quality and location are all important
- Ask about:
 - Condition of lab space
 - Fit to your program
 - Renovations needed
 - Location/neighbors
- Space in animal facilities
- “400 – 1000 sq ft” –
 - Boss & Eckert – Sciencecareers.org

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Part 2: The Negotiation *Process*

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Review of samples

Offer letter info:

<http://www.bwfund.org/career-tools/academic-tenure-track-offer-letters>

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Part 3: The Negotiation *Process*

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Step 1: Receive the job offer; respond intelligently

- Express enthusiasm
- Ask for basics in writing/email

Possible response:

- a. "Well, this is great news. I felt there was a great potential fit when I was on campus and I'm thrilled to receive this offer."*
- b. "It would be really helpful if I could see everything that you've just described in writing -- would it be possible for you to send me the basics of what you just offered in an email?"*

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Step 1: Receive the job offer; respond intelligently

- Your goal is to respond only after having time to prioritize your requests. You cannot prioritize effectively during this initial conversation!
 - Never tip your hand about individual items or overall offer during the initial offer conversation!
 - Do not commit to anything.
 - If it's clear that something important is missing, don't mention it yet.

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Step 2: Decide if you can succeed in that department. Decide if you MIGHT accept the offer. If so, plan to negotiate.

- The negotiation process is a detailed conversation about how you will succeed.
- “It’s not good for either party to only go back and forth once.”
senior faculty, Medical College of Wisconsin
- “As a rule of thumb you can expect to win roughly four important points of negotiation in your final offer.”
Emory professors Boss and Eckert

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Step 3: Re-evaluate and prioritize your negotiation requests.

Prepare private list:

- Make a prioritized list of what you want that is not provided in the offer.
- Re-evaluate your list of the deal-breakers without which you will fail

Prepare public list:

- If asked to provide a detailed start-up lab budget then “the more detailed the budget, the more credible”
- In some scientific fields: Budget may have been requested prior to offer

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Step 4: Begin negotiating.

- a. Start out with positive and enthusiastic comment
- b. Provide an overview of your requests and ask about how to proceed
- c. Make and defend your first request
- d. When at a stopping point, find out and/or agree on what happens next; express appreciation

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Step 4: Begin negotiating.

- a. Start out with a positive and enthusiastic comment

Possible approach:

First of all, I wanted to say again how thrilled I am to have received this offer...

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Step 4: Begin negotiating.

b. Provide an overview of your requests and ask about how to proceed

Possible approaches:

...I do have a number of questions. These questions run the gamut from salary issues, to whether or not my husband will find a job there, to how I will access necessary equipment...

OR

...I've outlined four main points to discuss with you about the items presented in the email you sent to me.

...Is this a good time to discuss these or would you prefer to do it later or perhaps by email?

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Step 4: Begin negotiating.

c. Make and defend your first request.

Possible approach:

...As we discussed previously, in order for me to be successful with (project X) I need access to a flux capacitor (expensive equipment), which the department does not currently own. Purchasing a flux capacitor from my startup funds would compromise my ability to hire the research staff I'll need to move forward. I just don't see how I can succeed if I have to purchase it from my startup funds...and, I'm wondering if there is any way that item could be covered by other funds?

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Step 4: Begin negotiating.

c. Make and defend your first request.

Note:

By email, strategic delays are built in. By conversation, remember that you can ask to stop and continue later.

Possible approach:

You know, I feel like we're at a point where I need to back up and look at everything we've discussed. I'm encouraged by the progress we've made so far. Can we agree to move onto the next points later?

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Step 4: Begin negotiating.

d. When at a stopping point, review progress and commitments, find out and/or agree on what happens next; always express appreciation.

Possible approach:

...I really appreciate your flexibility on these three items and I'm aware of how much effort it takes to request an approval for moving me to a salary step 2. I feel like we've made a lot of progress already, and I'm looking forward to the possibility of finishing this up. I will re-calculate my reagent budget as you requested and get back to you by tomorrow. What happens from here, on your end?

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Step 5: Continue making requests and negotiating until finished.

- Always ask for final agreement in writing.

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Principles to follow throughout

- Always re-open and close each step with appreciation and enthusiasm.
- Negotiate with integrity.
 - This is not an ego trip -- give on some points.
 - Balance satisfaction with relationship issues.
- Be sure that points are documented in writing (email or letter) at every stage of the process.
- Avoid miscommunication when negotiating
 - Keep detailed notes of each conversation
 - Follow up each conversation with an email summarizing the agreed-upon points

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Principles to follow throughout

- Suggest win-win' s.

Possible approach:

...I'm aware that John Smith and Carol Jones and several others would also benefit from access to this microscope. If you could help find departmental funds to purchase it, I will maintain it and schedule it.

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What to do about multiple offers

- Be sincere; it' s a small world
- Notify other institutions with the “good news” of your offer
 - I was thrilled to receive a competitive offer for a faculty position at another university yesterday. While I was flattered by that offer, that offer expires a week before the decision date you announced for the position in your department. If a position in your department were to be offered, I believe many aspects of that offer would lead me to prefer coming to your department. Do you know if your process can be accelerated?
- Convey information in a timely, transparent way

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Declining offers

- Announce in a timely manner
- Keep the conversation or email polite but brief
 - I regret to tell you that I don't feel this position can provide the ideal fit for me at this time...
 - My partner has not been able to find a suitable job offer in the area...therefore, I have accepted another offer that provides a better fit for my overall family goals.

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Suggested reading

Check out from the OCPD library:

- “Getting to Yes: Negotiating Agreement without Giving In.”
Fisher R, Ury W, Patton B. Penguin Books.

Web articles:

- “Academic Scientists at Work: Negotiating a Faculty Position”,
article on ScienceCareers.org by Emory professors Jeremy Boss
and Susan Eckert.
- “Be Honorable and Strategic”, article on ScienceCareers.org by
Carnegie Foundation Scholar Chris Golde.
- *Negotiation, video*, and download Discussion Guide
<https://leanin.org/education/negotiation/>
Stanford Executive Program for Women Leaders

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