



# What Comes Next: Find Your Next Position

Prepare | Apply | Interview | Negotiate

## Negotiating for faculty positions

Ray Care, PhD

Program Director, Office of Career and Professional Development

**What concerns do  
you have about  
negotiation?**

OR

**What are you  
hoping to learn  
today?**

Please answer  
(anonymously) using  
the **Q&A function**

You can also upvote/like  
responses from other  
participants if you have  
the same question!



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Aug

Sept

Oct

Nov

Resources: Videos, guides, and samples

Workshops

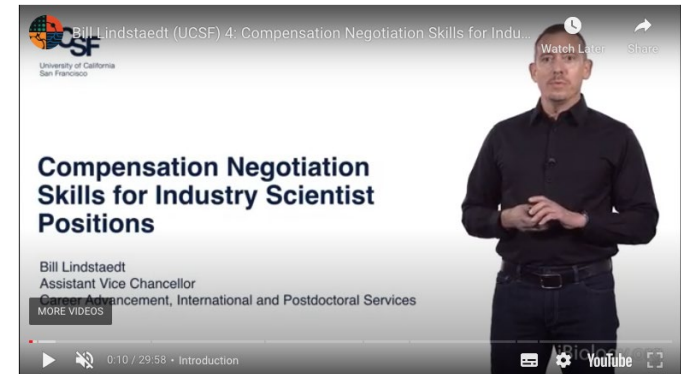
1:1 counseling

Learn more about this series: [tiny.ucsf.edu/WCN](https://tiny.ucsf.edu/WCN)

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Prepare | Apply | Interview | **Negotiate**

More resources for **general negotiation skills** and negotiation considerations for private sector jobs are on our website!



# The faculty job application timeline

1. Job search  
July - December
2. Application  
September - February
3. First interview via Phone/Online (20-45 minutes)  
October - March
4. First visit (1-3 days)  
February - May
5. Second visit (1-3 days) - sometimes  
January - June
6. Job Offer & Negotiation (1 week - 2 months)



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In ~30 minutes you  
will be **invited** to join  
a breakout room for a  
~10 minute exercise  
that involves speaking

**If you prefer not to,  
add a \* in front of  
your name now  
(click ... -> Rename)**





The negotiation  
process



What to  
negotiate



How to  
negotiate



The negotiation  
process



What to  
negotiate



How to  
negotiate

## The “Rushed” Offer

- ❑ Have an offer ready for you and **need you to accept it right now**

Also called an “Explosive” offer, are:

- From institutions with lower resources
  - **Little room to negotiate**
- A way to **pressure** candidates before they get a better offer

You may be able to delay by a few days, but get ready to make a quick decision.

## The “Negotiable” Offer

- ❑ **Are preparing an offer** for you and need more information from you
- ❑ Are going to send you an offer, describe it on the call and **ask if it works for you**

At this stage, it is likely that the Chair **is expecting you to make changes** to the offer.

This is usually **how negotiations start**

You are probably not expected to accept right now.

## The “Elongated” Offer

- ❑ Would like to invite you (but no other candidate) for **a second interview**

Unless other candidates are also invited for the second interview:

- It is very likely that this second interview is **a chance for you to find if the place is right for you.**

You will probably get an offer

Get ready to be patient: you may not start the negotiation for another month.

## How to prepare

### *During the interview:*

Assess the institution, the department and the faculty to find out if they meet your decision threshold.

### *After the first interview:*

Prepare a budget  
Prepare to make a quick decision - run a simulation now for yourself and those affected by your decision.

You may be able to delay by a few days, but get ready to make a quick decision.

## How to prepare

### *Prepare for the call:*

Be prepared to express enthusiasm, but not make any decisions on the call.

Prepare some language to ask for the offer in an email, and a few days to study the offer before you talk again.

You are probably not expected to accept right now.

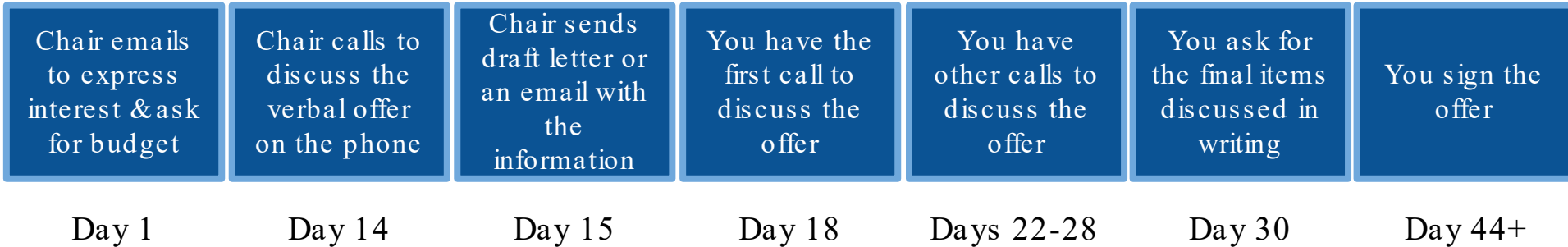
## How to prepare

### *Before the second interview:*

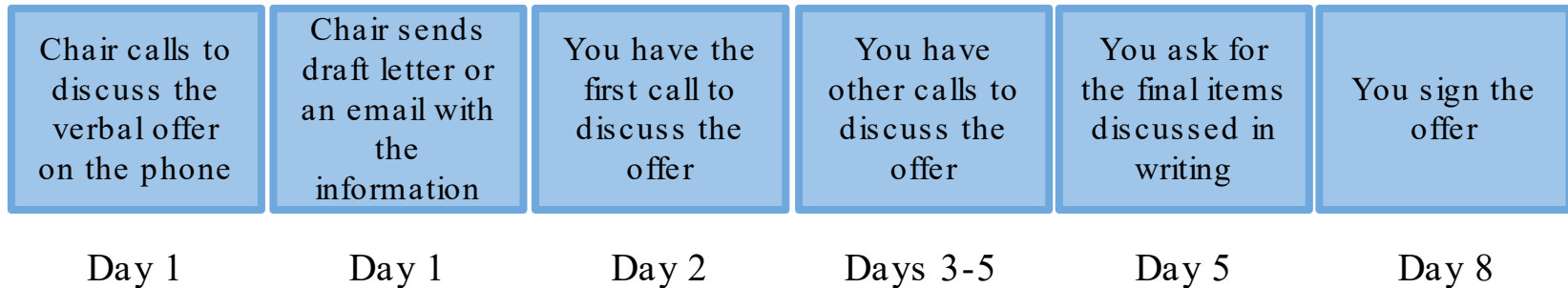
Prepare a list of questions you still have about the position (the facilities, the expectations, the salary calculations, the tenure requirements), that will help you make the best deal for your future position.

Get ready to be patient: you may not start the negotiation for another month.

## Example of a “Negotiable” Offer Timeline



## Example of a “Rushed” Offer Timeline



Note: These timelines will vary significantly between institutions



Questions?

The negotiation  
process



The negotiation  
process



What to  
negotiate



How to  
negotiate

Imagine your lab is a  
company





# Reframing the faculty job application process

**INSTITUTION**

**JOB/CHALK  
TALK**

**RESEARCH PLAN**

**JOB OFFER**

**CHAIR**

**INVESTOR &  
INCUBATOR**

**PITCH**

**BUSINESS PLAN**

**DEAL**

**BROKER**



# Leverage your business plan to justify your needs

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JOB/CHALK  
TALK

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BROKER

What level of productivity does the  
INSTITUTION expect from you after  
they invest in you?

What do YOU need to attain this level  
of productivity?

If you do not get some of the items on  
that list, how does this impact YOUR  
long-term productivity at this  
institution?

# Backward Design Your Negotiation From The Goals

**One large grant by Y3, another large grant by Y5  
Several papers, including in high-impact journals**

**1 technician for the first 3 years,  
Access to a large equipment in core facility 20 h/wk  
1 graduate student and 1 postdoc within 2 years  
A job for my spouse with equivalent salary**

**If you don't get a technician, you will have no one to setup the lab and train graduate students while you write grants. This will delay your ability to get your first grant by Y3.**

What level of productivity does the **INSTITUTION** expect from you after they invest in you?

What do **YOU** need to attain this level of productivity?

If you do not get some of the items on that list, how does this impact **YOUR** long-term productivity at this institution?



Questions?

What to  
negotiate

Sample  
offer letters  
and  
budgets  
on our website!



Questions?

What to  
negotiate

# Find and read the faculty handbook before negotiating

## Know the institution's faculty title structure

- Determine whether tenure-track position is right for you
- Understand salary ranges
- Learn about scale, rank, step and process of advancement
- See how salary is structured - it can be complicated!

For an example, search for:  
**UCSF Faculty Handbook for Success**

**Negotiating Your Faculty Compensation and Startup Package**  
slides

# Budgets

## Generally have 4 sections

- Staff/personnel
- Reagents
- Equipment
- Any other research support (office stuff, software, shared facilities, safety stuff, support from a core, animal maintenance, conference travel, etc)

**More detailed = more credible and useful**

**Great to have a draft during your on -site interview**



Sample  
**offer letters**  
and  
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# What you can ask for Salary & Benefits

## Sample letter 1 (R)

It is with great pleasure and enthusiasm that we offer you the position of Assistant Professor in the Department of \_\_\_ at the University ...[a medical school]. This is a **twelve month** appointment on the tenure track. The date of your appointment will be determined by mutual agreement with the chair, although we anticipate a starting date of on or near \_\_\_ 2017.

**Salary.** **Initially, you will receive a salary of \$105,000 per fiscal year** derived from the general revenue budget of the department. This amount is guaranteed by the Department until such time that you will be able to generate salary contributions from your grant support. Salary increases are awarded through the annual budget cycles of the university and are determined by local as well as legislative decisions. It is expected that 30% of your salary should ultimately be derived from grant funds. Should you successfully recover greater than 30% of your salary, we will negotiate several options to adjust your salary with the overage. Such adjustments must be consistent with the pay plan of the university.

**Salaries** can be 9- or 12-mo. 9 mo salaries can be supplemented w/ grant-funded “summer salary.” **You can ask for summer salary.** Salary negotiations are limited by institutional policies. **You can ask if “there is some wiggle room.”**

In some cases, salary increases reduce the time to tenure, so ask about it and choose what works.

This is your **annual salary**, but the institution may not cover 100% (here, 70%). **You can ask for 100% coverage for 3+ years.**

Letters sometimes describe the salary **increase process in promotions**. If not and you find the salary too low, it can be a point for discussion.



# What you can ask for

## Salary & Benefits

### Sample letter 2 (R)

Your academic year salary of \$87,000.00 is payable in monthly installments beginning on January 31, 2019. You will ordinarily be reviewed for reappointment in the third year of your appointment.

In addition to your academic year salary, this junior professorship will provide you with a full two months summer salary per year. There will also be a special annual allocation

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# What you can ask for

## Salary & Benefits

### Sample letter 1 (R)

**Benefits.** Your appointment comes with a variety of benefits that are described at [web site]. These benefits include premium sharing towards health insurance for faculty and family. There are dental, vision, accident and life insurance programs and a [state government] contribution of 6% for a [retirement program]. The department will reimburse you for out-of-pocket expenses for health coverage from your start date until the university plan becomes active (typically 90 days from start).

**Benefits** are *rarely* a point of negotiation. Do you due diligence and make sure it is all ok.

# Practice asking for a higher salary

Your turn!

10 minutes

**It can feel uncomfortable, so practice is key!**

- **Build/write your request** - 2 minutes:
  - Ask “if there is wiggle room” or “what is possible regarding salary negotiation”
  - State your expectation
  - Offer evidence (state-funded schools, personal research, etc)

# Practice asking for a higher salary

Your turn!

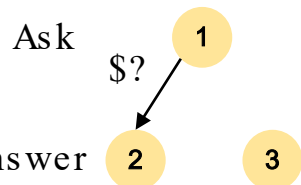
8 minutes

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## Breakout room option - trios

1. Don't introduce yourselves!
2. Go by alphabetical order of Zoom name
  - a. 3 rounds (each person asks x2), 2 minutes per round
3. Round 1:
  - a. Person 1 asks Person 2 for higher salary
  - b. Person 2 says “no”
  - c. Person 1 asks Person 3 for higher salary
  - d. Person 3 says “no”



# Practice asking for a higher salary

Your turn!

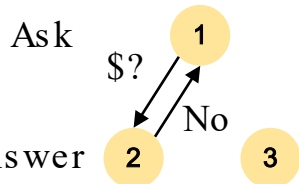
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Ask

1

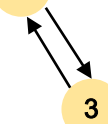
2

3

Answer

2

3



# Practice asking for a higher salary

Your turn!

8 minutes

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**No breakout room option**

- Say it aloud if you can!

Ask

1

2

3

Answer

2

3

1



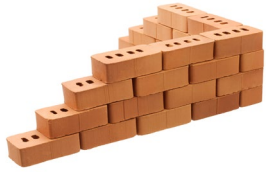
# Practice asking for a higher salary

Share out

5 minutes

## What happened?

- What did you feel as the asker?
  - What happened when you heard “no”?
  - Did your experience change the second time?
- What did you observe in the asker?
- Any surprises?
  
- You can respond in the Q&A or use “raise hand” function to speak



# What you can ask for

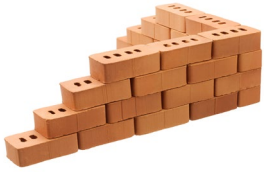
## Startup Funds

### Sample letter 1 (R)

**Personnel.** As discussed, we will pay for a Postdoctoral Fellow for up to two years to commence any time during the three-year start-up period. The person in this position will be compensated at the appropriate NIH pay level and will have full benefits for that position. If so desired, a graduate student or technician can be hired in place of the Postdoctoral Fellow. We will also provide you a full-time technician for up to two years to commence any time during the three-year start-up period. For the Postdoctoral Fellow and technician, we cannot guarantee support after the first three years of your appointment. If you are successful in securing grant funds prior to the end of your first two years, it would be our expectation that you would pick up the salary of one or both of these individuals. Finally, in addition to the front office, you will have access to an assistant shared with a subset of your colleagues.

**Start-ups are very different** from one dept to the next. Here, personnel salary is paid for by the dept. More often, a lump-sum is provided or is paid out in 3 installments.

There is usually an **expiration date** on start-up funds (3, 4, 5 years). It's important to clarify what happens if you get **grant funding earlier than expected** (here, 2 years) or **later** (especially in the current times). **Earlier:** will you lose startup funds, like here? **Later:** any extension possible?



# What you can ask for

## Startup Funds

### Sample letter 2 (R)

In order for you to build a world-class research program, the College of Science and the University will provide you with an attractive start-up package. We will provide you with a startup fund of \$980,000.00. These funds can be used for up to three months total of summer salary during the first two years of your appointment (no more than two months in any one summer). The distribution of these funds is approximately \$350,000.00 for equipment, \$60,000.00 for imaging core use, \$280,000.00 for personnel (your summer salary, postdoctoral or technician salaries, graduate student summer stipends), and \$290,000.00 for supplies (for the use of other core facilities, consumables, software,

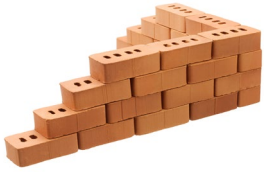
travel and other needs). These funds can be expended up until the time of your tenure and promotion decision, with any residual retained upon approval of the Office of the Dean. In addition, in the first few years of your appointment, the department will provide financial support for your graduate students. Specifically, up to three of your graduate students per year for the first four years of your appointment may be covered over the academic year as teaching assistants. It is expected that you transition your students onto external funds as they become available.

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**Start-ups vary widely, from \$5K (RT) to \$2 million (R) for high-cost research.** Note that they may include extra salary provided by the dept in the first years, the salary of graduate students, or not. **Don't compare your start-up to others without details.**



# What you can ask for

## Startup Funds

### Sample letter 3 (RT)

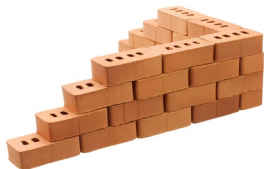
This offer includes the following:

- Your salary for the 2017 - 2018 academic year will be \$XX,XXX.
- The College of Arts and Sciences will provide \$XX,XXX in start-up research funds. This support from the College is intended for start up of your research program over the first two years of your faculty appointment, through August 31, 2019. No College start-up research funds carry over to support your research after the first two years of your faculty appointment.

**Start-ups are very different** from one dept to the next. Here, personnel salary is paid for by the dept. More often, a lump-sum is provided or is paid out in 3 installments.

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# What you can ask for

## Startup Funds

### Sample letter 1 (R)

**Equipment/supplies.** The department will equip your lab in accordance with the list you provided. The dollar figures for the items are estimates and it is the equipment list that is guaranteed. Should we have items in our inventory of adequate capability and condition as determined by mutual agreement, we will substitute for items on the list.

### Sample letter 2 (R)

The University will purchase an advanced microscope which is required for your research needs, with an estimated cost of \$410,045.00, plus an estimated \$62,000.00 to extend the service contract/warranty for five years. This microscope will be sited in XXXX building near your laboratory and will be a component of the University Core Imaging Facility. You and your research team will have access to the instrument via hourly charges at rates established by core personnel and the director of the Imaging Facility.

**Equipment and supplies budgets** come from the **budget you submitted**. The Chair will work with you to identify **cost-saving solutions**, like sharing equipment and using core facilities, before coming to a final budget.

**State your goals:** You will need to **argue for things you need based on your budget, your research statement** (business plan) **and your talks** (pitch) which described your productivity goals.

**Plan wisely:** If you will be **sharing equipment** you need to use frequently, and on which your results depend, you can ask to have a **minimum guaranteed access** (number of hours a month, week or day). If it is in a Core facility, you can ask to **pay lower hourly rates**.



# What you can ask for Research Space

## Sample letter 1 (R)

**Laboratory/Office Space.** You will be provided approximately 1000 square feet of laboratory space. In addition, you will be provided an office of approximately 130 square feet. You will also be provided with up to \$200,000 for renovations/furnishings of lab and office. As a member of the department, you will have access to all departmental core facilities.

## Sample letter 2 (R)

You will be provided approximately 1,200 square feet of wet laboratory space on the first floor of XXXX building. This space will be configured for biochemical research, comprising 7-8 laboratory benches, and including separate tissue culture facilities and an enclosed room for advanced microscopy, together with a separate faculty office and desks for students and laboratory staff – all signed per institutional guidelines, safety regulations, and with the approval of the director of the XXXX Institute.

**Space** is not always described in details in the letter and cannot always be included. **Having email summaries of your phone conversations** will be useful later if the negotiated space is not provided.

When **renovations** are required, you should be offered a **budget**. Discuss **timeline** of renovations and how they could affect your productivity. You may be able to set conditions for getting alternate space and even postponing your tenure clock if renovations are late.



# What you can ask for

## Teaching & Service Release

### Sample letter 1 (R)

**Teaching/service.** You will be excused from teaching for your first year although it is recommended that you become involved in graduate teaching as soon as possible for exposure to prospective graduate students. After this grace period, you may be called upon to give select lectures in the Medical and Dental Physiology courses. Every effort will be made to excuse you from service on committees for your first year, although your membership on select departmental committees will be requested since your input as a new faculty member of the department is considered invaluable.

### Sample letter 2 (R)

You will be expected to teach regularly. The traditional teaching load in the Department of Chemistry & Biochemistry is one course per semester, adjusted for circumstances by the Department Chair.

### Sample letter 3 (RT)

- You will receive a one-course release from teaching in the first year, 2017-2018, to support the development of your scholarship program. Therefore, in academic year 2017-2018, you will be teaching 5 courses over three quarters.

At research-intensive institutions, you can **ask to be excused from teaching and services** for the first year. Some candidates have asked to delay this time off to the second or third year, so that they can meet prospective graduate students right away and while they are setting up their lab.

At **RT institutions**, such an ask can be an issue, if the primary role of faculty is to teach, but some do allow some minor release time.

Note that start dates usually do not allow for any time to prepare a course before hand, so be ready to design your first course as you are teaching it.



# What you can ask for

## Professional Growth

### Sample letter 1 (R)

**Promotion and Evaluations.** As per departmental policy, you will be evaluated yearly by the departmental Promotion and Tenure Committee, as well as the chair. Promotion and Tenure decisions will be based on a balanced consideration of your research program (funding, publications), service (department, institution, and national peer review opportunities), and teaching. Additional information regarding tenure policy and promotions can be found on the university website in the [university's handbook of operating procedures].

The language about **promotion and tenure requirements** is often vague and predetermined by institutional policies.

There is **rarely any room to negotiate here.**

### Sample letter 2 (R)

a full two months summer salary per year. There will also be a special annual allocation to a professional and research activities fund. The allocation for the academic year 2018-2019 is \$26,000. Any unspent balance will carry forward from year to year and will be added to the new deposit. The XXXX Assistant Professorship guidelines stipulate that this fund may be used to cover professional related expenses such as instrumentation, travel to professional meetings, research assistants, release time, funding of summer research at other institutions, and child care (foreign travel and research abroad are excluded).

You can ask for professional development funds, to attend conferences, for example.

**These funds are particularly important if you have a small start-up budget.**





# What you can ask for

## Moving Costs

### Sample letter 1 (R)

**Moving Expenses.** The university will reimburse you up to one month's gross salary for your household move.

**Moving expenses** can be reimbursed with receipts, paid directly to the moving company, or paid as sum here.

You may be taxed depending on the way it is paid.

There is usually a maximum amount stated in the letter, between \$5 and \$20K.

**You can ask for this if it's not offered.**



# What you can ask for

## Start Date

### Sample letter 1 (RT)

On the recommendation of the Department of Biology, College of Arts and Sciences at XXXX University, I am pleased to extend an offer of employment to you as an Assistant Professor in Biology, beginning with the 2017-2018 academic year.

### Sample letter 2 (R) : Revised letter after negotiation

This letter supersedes your letter of appointment dated April 7, 2018 and the first superseding letter of appointment dated April 27, 2018, modifying your appointment start date from the first day of classes of the fall semester 2018 to the first day of classes of the spring semester 2019, and as a result, also modifies your appointment length to three and a half years, ending on the date after commencement in the spring semester 2022, and your academic year salary to be paid in monthly installments beginning on January 31, 2019. All other terms from the original letter and the first superseding letter of appointment letter remain unchanged.

**Start dates** usually align with the beginning of the semester at RT institutions.

R institutions **have variable start dates** and are usually **flexible** in the negotiation.

**Delays in start dates for expecting parents are fairly common.**

When **negotiating a start date**, be aware of how it can **impact your tenure clock** (time to tenure).

Here, the tenure clock has been reduced from 4 years to 3.5 years, giving the faculty 6 less months to get their position funded.



# What you can ask for Time to Think

Final appointment is contingent upon the approval of the President of the [university]. If you agree to accept this offer, please sign below and return by \_\_\_\_ 2017.

\_\_\_\_, we are absolutely thrilled that you are considering joining our faculty in \_\_\_\_ here in \_\_\_\_\_. I am pledged to do whatever is necessary to make the initiation of your independent career as smooth and productive as possible. Your new colleagues here are extraordinarily excited about the assets that you will bring to the department and are committed to the development of your academic prospects in our midst. As you know, we are in a growth phase and I look forward to your input in shaping the future of our department.

Sincerely,  
Chair, Department of \_\_\_\_\_

I accept this offer as presented above:

\_\_\_\_\_  
xxxxx, Ph.D.

\_\_\_\_\_  
Date

The **delay you can get on the signature** of the letter depends on 2 factors:

**1. The type of institution.** Less research-intensive inst tend to have very short turnaround time, and less flexibility with delays.

**2. Whether you have another offer.** More research-intensive inst may “wait” for you to consider other offers.

**Make sure you let them know as soon as you hear** from another institution. The deadline can also **be moved** multiple times during the negotiation, if it isn't finished.

Candidates have changed their mind after signing the offer letter, but note that offer letters can be considered like contracts in some areas, so legal consequences are possible.

# Other things you may need



## Position for your partner

Some institutions will create a faculty position for a (competitive) partner who is on the job market, or help schedule interviews for partners in industry



## Second or third visit

Travel & lodging costs to visit homes, interview partner, find childcare



## Changes to tenure clock

For parental leave, for delayed start



## Mortgage support

Preferential lending rates, down payment help



## Access to childcare

Priority access to affordable childcare facilities








## Parking

Poll:

**What 3  
negotiation points  
do you think are  
most important to  
you right now?**

# Negotiation Preparation Checklist: Questions to ask yourself now!

Negotiation points	Questions to ask yourself before the call	Questions to ask in the interview
 <b>Salary &amp; Benefits</b>	What annual salary you would need to live comfortably, close enough to campus, pay taxes, support (future) family members, pay off student debts, save for a house?	What is the cost of living in the area? How comfortable are new faculty with their starting salaries?
 <b>Startup Funds</b>	What is a comfortable budget for staff, equipment, supplies, salary supplement to attain the productivity you need to meet the department's tenure requirements, and the funding you need when your startup funds expire?	What are the tenure requirements? What shared equipment is available? What advice do junior faculty have?
 <b>Research Space</b>	How much space do you need? How does it need to be organized? What special infrastructure will you need (hood, BSL3 space, quiet room, access to patient cohorts,...)?	What type of renovation is usually needed in this building? How reliable have renovation timelines been?
 <b>Teaching &amp; Service Release</b>	How much teaching/service release would you like in the first year? How will this release impact your ability to transition to the new position? Will it impair your opportunity to meet students who would join your team, impact your chance of getting tenure (less student evaluations...)?	How much teaching and service is usually expected of faculty? What courses would you teach in the first semester?
 <b>Time to Think</b>	How long would you need to think through your decision? What are the timelines of your other potential offers? Does your final decision depend on your partner getting an offer from that institution? On what is in the offer? What is the minimum deal you (and your partner) need so you can accept? Is there any scenario where you not would accept the offer?	What is the timeline of the next step? How long does the department usually provide to the candidate after they give them an offer? What advice do junior faculty have?



Questions?

What to  
negotiate



The negotiation  
process



What to  
negotiate



How to  
negotiate



# Most common concerns when it comes to making the ask

I feel uncomfortable  
even asking to  
negotiate

I don't want to seem  
greedy

I don't want to  
sound unreasonable

I don't want to make  
the wrong decision

# Reframing the faculty job application process

**INSTITUTION**

**JOB/CHALK  
TALK**

**RESEARCH PLAN**

**JOB OFFER**

**CHAIR**

**INVESTOR &  
INCUBATOR**

**PITCH**

**BUSINESS PLAN**

**DEAL**

**BROKER**

This is the last time you will be able to get what you need to do your work.

If you sign the offer, you agree that you can do the work under these conditions.

# The Chair is your ally in the negotiation process

Can advocate for you

Can find creative solutions to your problems

They need to know what problem you are trying to solve to help you attain your goal



# The Chair is your ally in the negotiation process

## **Prioritize**

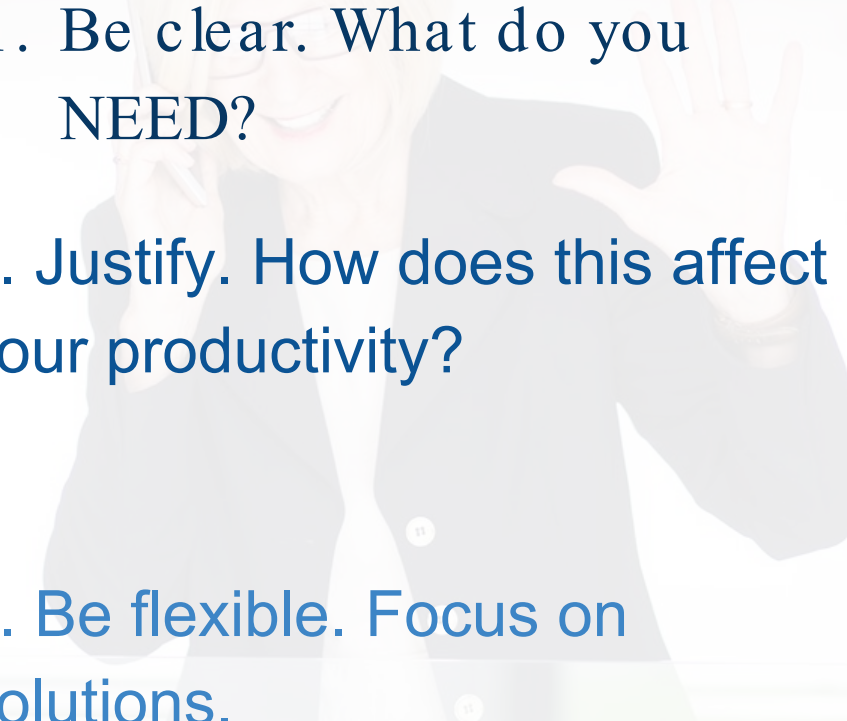
You may not get everything you want

## **Well-being affects productivity**

Salary, a position for your partner, start date, maternity leave,... Personal situations affect productivity, too.

## **Bring the Chair into the decision**

Instead of saying “I want this” say “If I don’t get this, this is what happens. Do you have a suggestion?”

- 
1. Be clear. What do you **NEED**?
  2. Justify. How does this affect your productivity?
  3. Be flexible. Focus on solutions.

# Most common concerns when it comes to making the ask

I feel uncomfortable even asking to negotiate

Ask the Chair how THEY want to proceed with the negotiation (by phone, email?)

*"There are 4 items I would like to discuss with you: the salary, the situation of my spouse, and two items in the startup budget. What would be the best way to discuss these with you - email or phone?"*

I don't want to seem greedy

Put your request into the context of your productivity

*"The first item I'd like to discuss is salary. With the cost of living in the area, it seems like it will not allow me to live close to campus. I am wondering if there is flexibility in the starting salary, with my level of experience."*

I don't want to sound unreasonable

Stay focused on solving the problem, be flexible with the solution

*"My spouse, who is also a researcher, is going to need to find employment in the area. He is a scientist at Gladstone and would need an equivalent level position in the Boston area. He is open to academic and industry positions. Do you have any suggestions on how to help us find a satisfying position for him?"*

I don't want to make the wrong decision

This phase of the negotiation is an information collection phase, not a decision making phase. Take a pause in the negotiation when you need it.

*"Thank you so much for taking the time to walk me through the details of how salaries and startup budgets are calculated. I am really excited about the idea of continuing this discussion. This is a lot of new information, so I would like to take some time to think about this and pick up the discussion later. Maybe we can find a time that works for both of us via email."*

# Most common concerns when it comes to making the ask

I feel uncomfortable even asking to negotiate

**Prioritize your asks.** What is a dealbreaker? What is very important? What is a preference?

*"There are 4 items I would like to discuss with you: the salary, the situation of my spouse, and two items in the startup budget. What would be the best way to discuss these with you - email or phone?"*

I don't want to seem greedy

**Do your research.** What is the cost of buying a house within reasonable distance of work?  
Childcare?

*"The first item I'd like to discuss is salary. With the cost of living in the area, it seems like it will not allow me to live close to campus. I am wondering if there is flexibility in the starting salary, with my level of experience."*

I don't want to sound unreasonable

**Let the Chair know during the interviews,** if you feel comfortable, or as soon as you receive the offer .

*"My spouse, who is also a researcher, is going to need to find employment in the area. He is a scientist at Gladstone and would need an equivalent level position in the Boston area. He is open to academic and industry positions. Do you have any suggestions on how to help us find a satisfying position for him?"*

I don't want to make the wrong decision

**Be ready to resist** the pressure to make decisions or even just "tip your hand". Take your time and thank them, ask for more time.

*"Thank you so much for taking the time to walk me through the details of how salaries and startup budgets are calculated. I am really excited about the idea of continuing this discussion. This is a lot of new information, so I would like to take some time to think about this and pick up the discussion later. Maybe we can find a time that works for both of us via email."*

# Questions?

There's a  
script of an  
entire  
negotiation  
conversation  
on our  
website!



How to  
negotiate

# How to ask: the “Negotiable” Offer Timeline

Chair emails to express interest & ask for budget

Chair calls to discuss the verbal offer on the phone

Chair sends draft letter or an email with the information

You have the first call to discuss the offer

You have other calls to discuss the offer

You ask for the final items discussed in writing

You sign the offer

Ask for enough to succeed.  
What are the expectations from you to get tenure or promotion?

**See sample budgets on our website!**



# How to ask: the “Negotiable” Offer Timeline

Chair emails to express interest & ask for budget

Ask for enough to succeed. What are the expectations from you to get tenure or promotion?

Chair calls to discuss the verbal offer on the phone

Express enthusiasm.  
Don't accept anything yet.  
Ask for the offer in writing.  
Make a list of asks and prioritize them.

Chair sends draft letter or an email with the information

Express enthusiasm.  
Ask if they would be available to answer some questions, and how they want to discuss it (email or phone).  
Give overview of what you want to discuss.

You have the first call to discuss the offer

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Express enthusiasm

Ask if they would be available to answer some questions, and **HOW they want to discuss it** (via email or phone)

Give overview of what you want to discuss.

**It's often better to negotiate via phone/Zoom, in a “live” conversation**

Most scientists prefer to negotiate via email, but when doing so, you will miss out **on important vocal cues and body language** that will help you to adapt to the situation.

You may also **misinterpret** people's intentions, or **read too much** into it.

There are ways to prepare for “live” negotiations as an introvert or

**Prepare** . Know what you want in advance.

**Don't decide anything** . You don't have to make any decision on the spot.

**Take Pauses** . Split your call into several conversations so you have time to think about what your response will be.

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Give overview of what you want to discuss.

You have the first call to discuss the offer

Discuss first item. Explain why you need it.  
**Ask questions. Try to understand.**  
Thanks. Indicate need for pause.  
Indicate a timeline for follow-up.  
Summarize action items by email.

You have other calls to discuss the offer

You ask for the final items discussed in writing

You sign the offer

**EVERY institution works differently.**

These calls are chances for you to learn how your future institution funds faculty, how decisions are made, how influential your Chair is.

**This is your first negotiation of many more with this Chair.**

Your goal with this conversation is to understand the barriers & limitations faced by the Chair when negotiating for you, and whether you are able to communicate and work together to get to a good outcome.

**They should be doing most of the talking** . Your role is to ask them questions so you can gather the right data to make an informed decision at the end.

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**Thanks. Indicate need for pause.**

**Indicate a timeline for follow -up.**

Summarize action items by

email

You have other calls to discuss the offer

You ask for the final items discussed in writing

You sign the offer

**There are only three answers to your question: “Yes”, “no”, and “maybe”.**

**If “yes”:** Thank them for their flexibility! You can ask if it can be in writing in a new version of the offer letter

**If “no”:** Thank them for considering it. You will have to decide if this is a deal-breaker for you or not. This is one reason to organize your asks by highest priority first. If it is, you can pause the conversation now or let them know how important it is to you.

**If “maybe”:** Ask if they can find out for you and thank them for doing so. Decide if this is a deal-breaker or not. Figure out when follow-up will

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Summarize action items by email.

You have other calls to discuss the offer

Express enthusiasm.  
Discuss other items.  
Explain why you need them.  
Repeat process pause/negotiation if needed.

You ask for the final items discussed in writing

Summarize the items you agreed on in the discussion.  
Add any asks that weren't agreed upon.  
Recognize and appreciate the efforts.

You sign the offer

Celebrate!!!!

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Express enthusiasm.  
Discuss other items.  
Explain why you need them.  
Repeat process pause/negotiation if needed.

You ask for the final items discussed in writing

Summarize the items you agreed on in the discussion.  
Add the a  
c

You sign the offer

Celebrate!!!!

Wondering how this actually sounds?  
There's a script of a negotiation conversation on our website!

# How to ask: Multiple Offers and Asynchronous Timelines

Chair emails  
to express

Chair calls to  
discuss the

Chair sends  
draft letter or  
an email with

You have the  
first call to

You have  
other calls to

You ask for  
the final items

You sign the

## Express enthusiasm

All throughout the process, reiterate how happy you are to have this offer, and at the prospect of working with them.

### Tell.

Tell other institutions you have a new offer, even those where you are still interviewing. Ask them what their timeline will be. Tell this institution you have other offers.

### Ask for more time.

Ask all institutions if you can have more time to make a decision because “you owe it to yourself to consider all offers.”

Ask for that extra time at anytime in the process, when it seems you may need it.

### Disclose wisely.

Give each institution the chance to make a competitive offer. Tell them if the startup or salary at the other institution is more appealing.

**You do NOT have to provide the name of the other institutions, the offer letter, or specific details.**

**You do NOT have to prove you have another offer,** but be honest: faculty talk to each other across institutions.

### Turn down after you sign.

You can **wait until after you have signed an offer to turn the other ones down officially via email.**

*“Thank you for your patience in this process. I want to let you know that I have accepted the offer from XX. [Language about what you appreciated about the Chair, the department,...].”*

It will be MUCH easier if the Chair knows the about other offers.

# Turning down an offer

## Keep it timely and brief (conversation or email)

- Helps if they already knew that you had multiple options
- You don't have to explain yourself
- Just 3 parts:
  - State the job you are talking about
  - Decline offer or withdraw from candidate pool
  - Thanks/appreciations and well wishes

*“Thank you for considering me for [position] at [university]. I appreciate the opportunity to interview but am writing to withdraw my name from the recruitment process. I wish you a successful search.”*

*“Thank you very much for your offer of [position] at [university]. I regret that I must decline this offer as I have just accepted an offer at another university. I truly appreciate the time and effort that went into the recruitment.”*



**What is your next step  
in the negotiation  
process?**

OR

**What's one thing you  
want to remember  
from this workshop?**

Please answer  
(anonymously) using  
the **Q&A function**

You can also upvote  
responses from other  
participants if you have  
the same response!



# Questions?



## How to negotiate

# What Comes Next: Find Your Next Position

Prepare | Apply | Interview | Negotiate

## Congratulations!

In case you missed part of the series: [tiny.ucsf.edu/WCN](https://tiny.ucsf.edu/WCN)

## The series is over but we are still here for you!

Shoot us an email or make a counseling appointment anytime!