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!
What Comes Next:
Find Your Next Position

Prepare | Apply | Interview | Negotiate
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Prepare | Apply | Interview | Negotiate

Aug | Sept | Oct | Nov

Resources: Videos, guides, and samples

Workshops

1:1 counseling

Learn more about this series: tiny.ucsf.edu/WCN
What Comes Next:
Find Your Next Position

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
2. Application
3. First interview via Phone/Online (20-45 minutes)
4. First visit (1-3 days)
5. Second visit (1-3 days) - sometimes
6. Job Offer & Negotiation (1 week - 2 months)
1. Job search
2. Application
3. First interview via Phone/Online (20-45 minutes)
4. First visit (1-3 days)
5. Second visit (1-3 days) - sometimes
6. Job Offer & Negotiation (1 week - 2 months)

July - December

September - February

October - March

February - May

December - June
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.

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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.

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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.

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

You are probably not expected to accept right now.

Get ready to be patient: you may not start the negotiation for another month.
### Example of a “Negotiable” Offer Timeline

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 14</th>
<th>Day 15</th>
<th>Day 18</th>
<th>Days 22-28</th>
<th>Day 30</th>
<th>Day 44+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair emails to express interest &amp; ask for budget</td>
<td>Chair calls to discuss the verbal offer on the phone</td>
<td>Chair sends draft letter or an email with the information</td>
<td>You have the first call to discuss the offer</td>
<td>You have other calls to discuss the offer</td>
<td>You ask for the final items discussed in writing</td>
<td>You sign the offer</td>
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### Example of a “Rushed” Offer Timeline

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<th>Day 2</th>
<th>Days 3-5</th>
<th>Day 5</th>
<th>Day 8</th>
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Note: These timelines will vary significantly between institutions.
The negotiation process

Questions?
The negotiation process

What to negotiate

How to negotiate
Imagine your lab is a company
Reframing the faculty job application process

INSTITUTION

INVESTOR & INCUBATOR

JOB/CHALK TALK

PITCH

RESEARCH PLAN

BUSINESS PLAN

JOB OFFER

DEAL

CHAIR

BROKER
Leverage your business plan to justify your needs.
Leverage your business plan to justify your needs

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

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?

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.
Questions?

What to negotiate
The negotiation process

What to negotiate

How to negotiate

Questions?

What to negotiate

Sample offer letters and budgets on our website!
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
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.
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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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.
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.

Sample letter 1 (R)
Practice asking for a higher salary

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)

Your turn!

10 minutes
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**Breakout room option - trios**

1. Don’t introduce yourselves!
2. Go by alphabetical order of Zoom name
   - 3 rounds (each person asks x2), 2 minutes per round
3. Round 1:
   - Person 1 asks Person 2 for higher salary
   - Person 2 says “no”
   - Person 1 asks Person 3 for higher salary
   - Person 3 says “no”
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**No breakout room option**
- Say it aloud if you can!

Your turn!
8 minutes
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.

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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.

The language about promotion and tenure requirements is often vague and predetermined by institutional policies. There is rarely any room to negotiate here.

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.

### 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](mailto:universitys.handbook@university.edu).

### 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).
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.

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

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!

<table>
<thead>
<tr>
<th>Negotiation points</th>
<th>Questions to ask yourself before the call</th>
<th>Questions to ask in the interview</th>
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<tbody>
<tr>
<td>Salary &amp; Benefits</td>
<td>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?</td>
<td>What is the cost of living in the area? How comfortable are new faculty with their starting salaries?</td>
</tr>
<tr>
<td>Startup Funds</td>
<td>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?</td>
<td>What are the tenure requirements? What shared equipment is available? What advice do junior faculty have?</td>
</tr>
<tr>
<td>Research Space</td>
<td>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,...)?</td>
<td>What type of renovation is usually needed in this building? How reliable have renovation timelines been?</td>
</tr>
<tr>
<td>Teaching &amp; Service Release</td>
<td>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,...)?</td>
<td>How much teaching and service is usually expected of faculty? What courses would you teach in the first semester?</td>
</tr>
<tr>
<td>Time to Think</td>
<td>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?</td>
<td>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?</td>
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What to negotiate

Questions?
The negotiation process

What to negotiate

How to negotiate
Most commons 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

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

1. Be clear. What do you NEED?

2. Justify. How does this affect your productivity?


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?”
<table>
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<tr>
<th>Concern</th>
<th>Advice</th>
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<tr>
<td>I feel uncomfortable even asking to negotiate</td>
<td>Ask the Chair how THEY want to proceed with the negotiation (by phone, email?)</td>
</tr>
<tr>
<td>I don’t want to seem greedy</td>
<td>Put your request into the context of your productivity</td>
</tr>
<tr>
<td>I don’t want to sound unreasonable</td>
<td>Stay focused on solving the problem, be flexible with the solution</td>
</tr>
<tr>
<td>I don’t want to make the wrong decision</td>
<td>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.</td>
</tr>
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</table>

- **“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?”**

- **“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.”**

- **“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?”**

- **“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.”**
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<tr>
<th>Concern</th>
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<td>I feel uncomfortable even asking to negotiate</td>
<td>Prioritize your asks. What is a dealbreaker? What is very important? What is a preference?</td>
<td>“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?”</td>
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<td>I don’t want to seem greedy</td>
<td>Do your research. What is the cost of buying a house within reasonable distance of work? Childcare?</td>
<td>“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.”</td>
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<td>I don’t want to sound unreasonable</td>
<td>Let the Chair know during the interviews, if you feel comfortable, or as soon as you receive the offer.</td>
<td>“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?”</td>
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<td>I don’t want to make the wrong decision</td>
<td>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.</td>
<td>“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.”</td>
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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.

You have the first call to discuss the offer
- 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 other calls to discuss the offer

You ask for the final items discussed in writing

You sign the offer

# How to ask: the “Negotiable” Offer Timeline

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

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

## 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 conflict-averse.

## Prepare.

- Know what you want in advance.

## Don’t decide anything.

- You don’t have to make any decision on the call.

## Take Pauses.

- Split your call into several conversations so you have time to think about what your response will be.
# How to ask: the “Negotiable” Offer Timeline

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<td>Ask if they would be available to answer some questions, and HOW they want to discuss it (via email or phone)</td>
<td>Indicate timeline for follow-up.</td>
<td>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.</td>
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<td>Make a list of asks and prioritize them.</td>
<td>Summarize action items by email.</td>
<td>Indicate a timeline for follow-up.</td>
<td>THIS is your first negotiation of many more with this Chair. Your goal with this conversation is to understand the barriers &amp; 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.</td>
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<td>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.</td>
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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 happen.
How to ask: the “Negotiable” Offer Timeline

1. Chair emails to express interest & ask for budget
   - Ask for enough to succeed.
   - What are the expectations from you to get tenure or promotion?
   - Express enthusiasm.
   - Don’t accept anything yet.
   - Ask for the offer in writing.
   - Make a list of asks and prioritize them.

2. Chair calls to discuss the verbal offer on the phone
   - 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.

3. 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 (via email or phone).
   - Give overview of what you want to discuss.

4. 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.

5. You have other calls to discuss the offer
   - Express enthusiasm.
   - Discuss other items.
   - Explain why you need them.
   - Repeat process pause/negotiation if needed.

6. 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.

7. You sign the offer
   - Celebrate!!!!
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?
  - Express enthusiasm.
  - Don’t accept anything yet.
  - Ask for the offer in writing.
  - Make a list of asks and prioritize them.

- Chair calls to discuss the verbal offer on the phone
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  - Ask if they would be available to answer some questions, and HOW they want to discuss it (via email or phone).
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- Chair sends draft letter or an email with the information
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  - Thanks. Indicate need for pause.
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  - Summarize action items by email.

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  - Express enthusiasm.
  - Discuss other items.
  - Explain why you need them.
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- You have other calls to discuss the offer
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  - 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 effort.

- 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**

**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?
Congratulations!

In case you missed part of the series: 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!