


Negotiating Your Faculty Compensation and Startup Package



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Modified from Bill Linstaedt, M.S.'s presentation at UCSF

Outline of Session

- Part 1: Negotiation ***items***

- A. Salary/compensation and other personal benefits
- B. Departmental or institutional items
- C. Start up funds and space



- Part 2: Negotiation ***process***

- A. Step-by-step strategies
- B. Tips for the negotiation conversation

1.A. Salary/compensation and other personal benefits

Faculty salaries vary depending on many factors:

PhD-granting institution

MS-granting institution

Baccalaureate degrees only institution



Sources of information:

Chronicle of Higher Education/AAUP Survey chronicle.com

AAMC Faculty Salary Survey - Medical School salaries

State institution employee salaries are public information

1.A. Salary/compensation and other personal benefits

Salary structure may be very complex:

9-month vs. 12-month structure; if 9-month ask:
What do most faculty do in the summer?
Are there realistic ways to find support for the
summer months?

Base salary may vary widely in
large institutions

Scale, rank, step

*Add-ons at many institutions;
base + bonus system*



1.A. Salary/compensation and other personal benefits

X factor = *base salary depends on department's "scale", may be the same for all in department at same rank*

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/or administrative activities*

Z factor = *incentive compensation or bonus; based on service to department, outside income, etc.*

1.A. Benefits – Not Typically Negotiable

Health insurance:

types of plans, percentage covered by employer, cost of adding spouse and family, availability of vision and/or dental plans

Other types of insurance:

Life, disability

Retirement:

Specific vehicles used, percentage of employer match



1.A. Other personal benefits that might be negotiable

- *Moving expenses*
- *Housing loan assistance*
- *House-hunting visit*
- *Day care*
- *Tuition assistance for self or family members*
- *Summer salary support if 9-month base*
- *Parking*
- *Salary advance*
- *Spouse/partner appointments or other dual-career couple issues*
- *Specific issues regarding the institution*

1.B. Department or institutional items

- **Teaching 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/training grant affiliations**
- **Sabbatical**



1.B. Department or institutional items

- Administrative/clerical support: grant submission, teaching, hiring
- Core facilities and shared research equipment/resources
- Hardware and software costs
- Computer/IT support
- Travel support
- Publication fees
- Unrestricted account in your name



1.B. Understanding the Tenure Process

- Be clear on the expectation
 - ❖ Based on research, teaching, clinical practice and/or service?
- Be clear on the timeline
 - ❖ Can you defer or go up early?
- Be clear on the process
 - ❖ First the department, then the School, and then the University
 - ❖ Know what they will be asking for
 - ❖ Listen to success stories and learn from prior problems
- Know what tenure means at each institution

1.C. Lab Space

- Space is money
- Quantity, quality and location are all important
- Ask about and check for yourself:
 - ❖ Condition of lab space
 - ❖ Fit to your program
 - ❖ Renovations needed
 - ❖ Location/neighbors
- Space in animal facilities
- Average space = about 1000 sq ft



1.C. Start-up funds

- 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



1.C. Start-up funds

- **Enough**

- ❖ Reagents
- ❖ Equipment: expensive one-time cost; you may be pushed to share
- ❖ Staff – continuing cost: one PhD student, one postdoc, one technician could exceed \$230,000 per year in salaries/stipends, benefits, tuition

- **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

Part 2 : The Negotiation Process

Step 1: Respond intelligently to the job offer

- **Express enthusiasm**
- **Ask for basics in writing (email)**

Possible response:

A) “Well, this is wonderful news. I felt there was a great potential fit when I was on campus and I’m thrilled to receive this offer.”

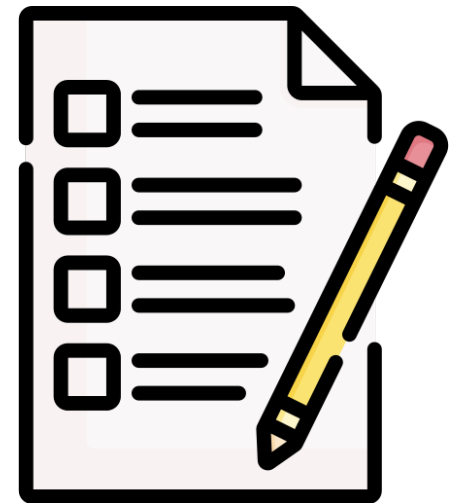
B) “It would be really helpful if I could see everything that you’ve just described in writing - - would it be possible for you to send me the basics of what you just offered in an email?”

Part 2 : The Negotiation Process

Step 1: Continued

Your goal is to respond to the written offer only after having time to prioritize your requests. You cannot prioritize effectively during an initial conversation!

- Never tip your hand about individual items or overall offer during the initial offer conversation.
- Do not commit to anything.



Part 2 : The Negotiation Process

Step 2: Decide whether you can succeed in that department and 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

Part 2 : The Negotiation Process

Step 3: Prioritize your negotiation requests

Prepare your private list:

- Make a 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.

Part 2 : The Negotiation Process

Step 4: Begin negotiating.

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

Part 2 : The Negotiation Process

Possible approach:

a) Enthusiastic comment

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



Part 2 : The Negotiation Process

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 topics, 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 by email?

Part 2 : The Negotiation Process

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 have. 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.

Part 2 : The Negotiation Process

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 pause 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?

Part 2 : The Negotiation Process

d) When at a stopping point, 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?

Part 2 : The Negotiation Process

c) Continue making requests and negotiating until finished.

Step 5:

Always ask for final agreement in writing



Part 2 : The Negotiation Process

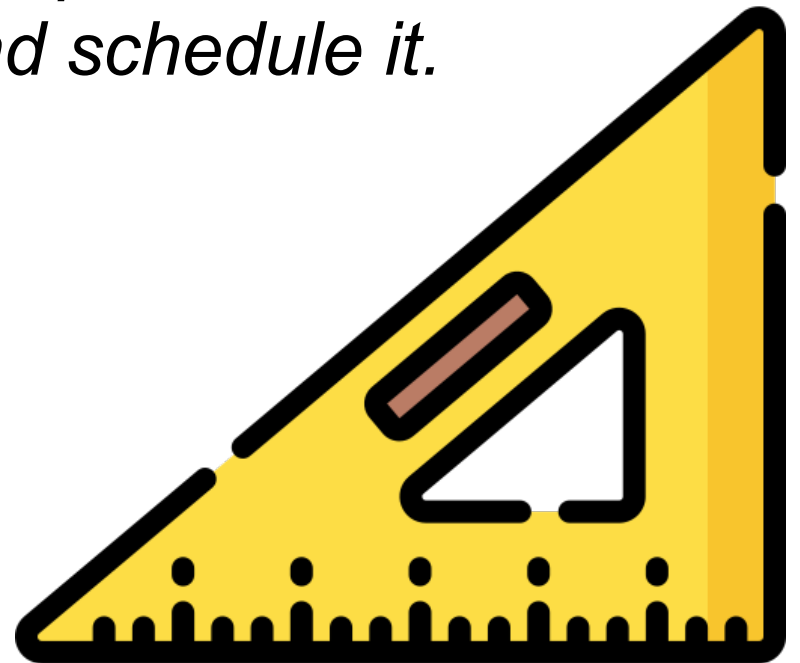
Principles to follow throughout

- Always open and close each step with appreciation and enthusiasm
- Negotiate with integrity
 - ❖ This is not an ego trip; give in on some points
 - ❖ Balance satisfaction with maintaining a good relationship
- Avoid miscommunication when negotiating
 - ❖ Keep detailed notes of each conversation
 - ❖ Follow up each conversation with an email summarizing the agreed-upon points

Part 2 : The Negotiation Process

- Suggest win-win's whenever possible:

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



Part 2 : The Negotiation Process

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 honored by that offer, it expires a week before the decision date you announced for the position in your department. Everything I've learned so far tells me that I'd prefer to accept your position if it was offered. Do you know if your process can be accelerated?

- Convey information in a timely, transparent way

Part 2 : The Negotiation Process

Declining offers

- Announce in a timely manner
- Keep the conversation or email brief and polite
 - ❖ I regret to tell you that I don't feel this position can provide the ideal fit for me to begin my faculty research career . . .
 - ❖ My partner has not been able to find a suitable job offer in the area . . .
 - ❖ I have accepted another offer that provides an even more optimal fit for my career and family goals.

Resources and suggested reading:

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

Book:

Getting to Yes: Negotiating Agreement without Giving In

Fisher R, Ury W, Patton B. Penguin Books

Articles:

Academic Scientists at Work: Negotiating a Faculty Position

ScienceCareers.org by Emory professors Jeremy Boss and Susan Eckert.

Be Honorable and Strategic

ScienceCareers.org by Carnegie Foundation Scholar Chris Golde

Negotiation, download Discussion Guide; video

<https://leaninorg/education/negotiation/> by Margaret Neale, Director, Stanford Executive Program for Women Leaders