

Negotiation – The Process

You will get a phone call first with few details other than that you are being given a job offer

- What to say: *“This is great news! I felt that there was a great potential fit when I was on campus and I’m thrilled to receive this offer. It would be helpful to see the specifics of the offer. Would it be possible for you to send me the basics in an email?”*
- Don’t commit to anything and don’t talk about what your needs are yet
 - What not to say: *“I’ll take it!”*

Negotiation – The Process

Decide whether you can succeed in that department and MIGHT accept the offer – if YES, plan your negotiation

- Think of the negotiation as a detailed conversation about how you will succeed
- This is about what will get you tenure – think about the timeline, the process, potential pitfalls

Negotiation – The Process

Within ~days you will get a written offer via email

- Once the offer to you is made, the institution cannot legally offer to anyone else
- Their deadline for a response is typically short (likely up to a few weeks), so that if you reject the offer, they can go to their next choice
- Use your pre-made startup list to check against the offer to see what is needed for your negotiations
- Determine your deal-breakers – things that without them, you will fail
- For many large startup requests, the more detailed your budget, the more credible

Negotiation – The Process

Ideally, you will have enough time to request a 2nd visit (sometimes offered during the phone call) where you can go and learn more about the city, potential colleagues and bring your spouse

- ask for a visit if they don't offer - it's important to get a feel for your life there – home costs, culture etc.
- also, this may be an opportunity to negotiate the offer in person with the chair, to visit your potential office/lab space to see if renovations are needed

Negotiation – The Process

START NEGOTIATING!

- Start out with a positive and enthusiastic attitude – remember, you both want the same thing – for you to be successful at that department
 - *“First of all, I want to say again how thrilled I am to have received this offer...”*
- Provide an initial overview of your requests and ask how to proceed
 - *“I’ve outlined four main points to discuss with you about the items presented in the email you sent. How would you like to proceed, on the phone or via email?”*
- Make and defend your first request
 - *“In order for me to be successful with project X I need access to (expensive equipment), which the department does not currently have. Purchasing this equipment would compromise my ability to hire the staff I need to move forward and so I cannot see how I can succeed if I have to purchase this from my startup funds and I’m wondering if there is any way that item could be covered by other funds”*

Negotiation – The Process

START NEGOTIATING!

- When you get to a stopping point, agree on what happens next (and always express appreciation)
 - *“I appreciate your flexibility on A,B,C and I’m aware of how much effort it takes to request an approval on these things. I think we’ve made a lot of progress already and I’m looking forward to finishing negotiations. I will look at X, Y, Z as you’ve requested and get back to you by tomorrow. What happens from here on your end?”*
- Suggest win-win’s whenever possible:
 - *“I’m aware that Professor Smith will also benefit from purchase of this equipment. If you can find department funds to purchase it, I will maintain it and schedule it.”*
- Remember this is not an ego trip – give in on some points. Balance satisfaction with maintaining a good relationship

Negotiation – The Process

START NEGOTIATING!

- Note: by email, strategic delays are built in, but in conversation they are not. Remember that you can ask to stop and continue later:
 - *“You know, I feel like we’re at a point where I need to back up and look at everything we’ve discussed. I’m encouraged by the progress we’ve made so far. Can we agree to move onto the next points at a later time?”*
- Keep detailed notes of your conversations and follow up each conversations with an email summarizing the agreed-upon points

Negotiation – The Process

START NEGOTIATING (TIPS)!

- be aware of the limitations of the institution making the offer and ask for only appropriate things that you need and that the institution has the ability to give
 - e.g. some institutions can't move on teaching load, while others are more budget constrained
- women tend to fall into the category of not pushing hard enough to get what they deserve
- think ahead of time about what things are non-negotiable for you and which are
 - e.g. it may be most important for you to get a position for your spouse and you may be willing to take a cut in salary to get that
- always have a delicate sense for when you are hitting a true wall of “we can't do that” – that is when you stop
- REMEMBER: you are better off at a place that values you enough to at least try and accommodate your needs – even if that takes a while

Negotiation – The Process

After the back-and-forth regarding the details always ask for a final agreement **in writing**

- in some cases the dept. head may change between when your offer is made and when you start, thus the institutional memory can be short
- it is unlikely that other faculty will know any details regarding your negotiations – search faculty are not a part of negotiations – it is between the chair/head and the dean

You will be required to sign the offer and will get a copy for your own records (keep this)

Negotiation – The Process

MULTIPLE OFFERS(!)

- If you are awaiting on an offer from a second school, you can contact them and let them know you have an offer from the first school (be sincere – it's a small world):
 - *“I was thrilled to receive a competing 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?”*
- Do not draw out the process and don't string schools along if you're not serious about accepting their offer – you can do this for a short while for leverage, but not beyond that
- If both are good offers that you weigh equally, consider playing with an open hand– often the 1st offer you get will match the terms of any competing offer (you can present the actual offer letters that you get)
- Once you've made your decision, call or email both departments immediately and courteously and professionally express your gratitude for their offers. Accept with warmth and enthusiasm and decline with kindness and respect.
 - the colleagues in your rejected dept. are still likely to play a role in their professional life – e.g. conferences, external reviewers

Negotiation – The Process

SPOUSAL ACCOMODATION (for those who want TT):

- this is the only time you will be able to negotiate a spousal hire, make sure you have a firm offer in hand before bringing up a spouse
- Some universities have publicly-available policy about spousal hires so look around on their website for information
- at UT, spousal offers are paid for by thirds: 1/3 by your dept., 1/3 by the other dept. and 1/3 by Dean or Univ.
- it can be appealing for a dept. to receive a tenure-line for 1/3 the cost but the unappealing part is that the choice of candidate is not up to them at all
 - I've seen this go both ways where the host dept. says no and where the host department gets a superstar that they never thought they'd get
- push as firmly as you can for what your spouse wants (e.g. an actual tenure-track offer) and do not be offended by the “adjunct”, “instructor”, “research scientist” positions that they may counter-offer with
- your spouse needs to be ready (CV polished, PhD in hand, and ready to give a job talk)
- be clear about the departments your spouse would fit into
- remember that universities are tiny cities and there are many positions that could be fulfilling to your spouse outside of academia

Negotiation – The Process

ADMINISTERING YOUR STARTUP

- in some cases you may not get your startup funds in a lump sum, but in yearly increments – plan accordingly
- you have to use the startup funds in the time allotted or it will be taken away
- you have some degree of freedom as to how you spend your startup – even deviating from your original budget, but sometimes the dean/chair might want to approve some changes
- this may be the last time you have a ‘slush fund’ that can be used for anything – don’t get used to it

Negotiation – Your needs

SALARY/RANK + PERSONAL BENEFITS:

Letter of Intent
May 12, 2009

Dr. Ginny Catania
Institute for Geophysics
Jackson School of Geosciences
University of Texas at Austin
Austin, Texas 78712

Dear Ginny:

I am pleased to inform you that the Dean of the Jackson School of Geosciences has authorized me to offer you a tenure track appointment to the faculty of the Department of Geological Sciences at The University of Texas at Austin, with the rank of Assistant Professor. Your appointment will be effective September 1, 2008 with a nine-month academic rate of \$83,000. Because the Jackson School supports your desire to develop ~~research collaborations within both the department and the Institute for Geophysics~~ (UTIG), we are structuring your faculty appointment to facilitate this. While you will be considered a full faculty member and will report to the department chair, you will be expected to develop a collaborative research program with researchers at the Institute for Geophysics (UTIG) consistent with its research program goals. Your research performance will be considered as 60% of your evaluation annually and for tenure review purposes. The director of UTIG will provide input into the evaluation of your research performance through that unit to the department chair. Consistent with this role with UTIG and emphasis on research, your teaching duties will be half those expected of a faculty member and, along with graduate supervision, will constitute 30 % of your evaluation. Service will be 10%. This arrangement will be reviewed after three years and if it is working to everyone's satisfaction, it will continue for another three years or until promotion and tenure should it occur sooner. Following promotion and tenure we anticipate that you will have the opportunity for a joint faculty/UTIG position.

This appointment is subject to review and approval by the Board of Regents of The University of Texas System. All employees are subject to the relevant provisions of the *Rules and Regulations* of the Board of Regents and the *Handbook of Operating Procedures* of The University of Texas at Austin and to applicable state and federal laws. The salary figure above is subject to deductions required by state and federal law and, if permitted by law, other deductions that you may authorize.

Contingent on your being in residence at the first of the fall semester, we will appoint you for the period August 18-31, at your proposed nine-month academic rate. This appointment will allow time to prepare for assumption of your faculty duties and to attend the University-sponsored orientations on teaching and benefits, discussed below.

Negotiation – Your needs

SALARY/RANK + PERSONAL BENEFITS:

- salary is recurring gain:
 - Cost of living adjustments occur annually and are based on a percent of your salary (3-4%)
 - Institutional retirement compensation is based on a percent of salary (UT matches ~7.5% of your salary)
 - if you move jobs, your new salary will be based (to some degree) on your existing salary
- many public institutions have salary compression issues where the salaries for senior faculty have not kept pace with the national market and new profs are offered salaries nearly as high as those of the tenured faculty who have been on campus for years
- Do not indicate that you know what a “normal” salary is for the field. Do not say *“I’m worth \$XXX,XXX”* or *“Others starting in my field are getting \$XXX,XXX”*
- Instead say: *“The salary is a little less than I was expecting. Do you have any flexibility?”*
- The language in their response will give you a gauge of how much an employer can, or will, negotiate.
 - If they want a number, ask for 10% more on salary (they can come back with less)
 - if the chair tells you *“we cannot go higher than \$XXX,XXX or we will offend some faculty”* take that as a “hard no” and turn to other forms of financial support
 - e.g. consider summer salary for the first few years in lieu of an increase in 9-mo salary

Negotiation – Your needs

SALARY/RANK + PERSONAL BENEFITS:

- some schools (public ones) make salaries publicly available – but accuracy is poor – google “State salaries Texas” to find the site for the state of interest
- also check out Chronicle of Higher Education/AAUP Survey

14,008

Employees

333

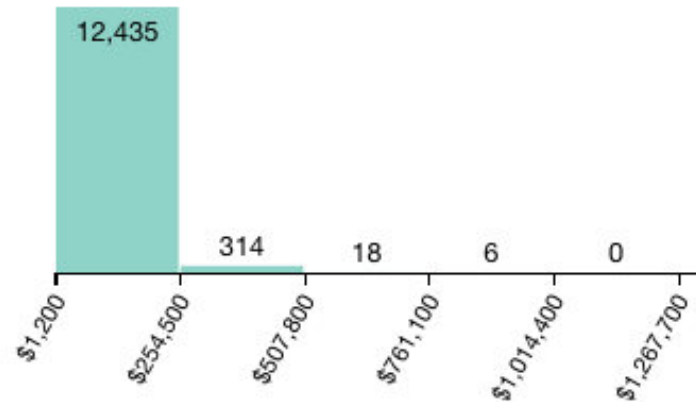
Departments

\$56,215

Median salary

 What do these numbers mean?

Number of employees by salary



Top compensation in University of Texas at Austin

Name	Title	Department	Compensation
Shaka Smart	Head Coach	Intercollegiate Athletics	\$3,040,417
Thomas J. Herman	Head Coach	Intercollegiate Athletics	\$2,746,220
Kevin Bozic	Professor (Medical Affiliated)	Department Of Surgery And Perioperative Care	\$969,500
Karen Aston	Head Coach	Intercollegiate Athletics	\$880,000
Michael Perrin	Athletic Director	Intercollegiate Athletics	\$850,000
S. Claiborne Johnston	Dean	Dell Medical School	\$811,926
Todd Orlando	Assistant Coach	Intercollegiate Athletics	\$767,950
Richard Benton Freeman	Vice Dean	Dell Medical School	\$767,050
Gregory L. Fenves	President	Office Of The President	\$750,000
David Ring	Associate Dean	Department Of Surgery And Perioperative Care	\$683,693

Negotiation – Your needs

APPOINTMENT DETAILS:

- What is the breakdown in workload?
- What are your service responsibilities?

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Negotiation – Your needs

APPOINTMENT DETAILS:

- particularly important for unusual appointments
- includes how you will be evaluated

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Negotiation – Your needs

START DATE:

- negotiable – depends on what you need to start your new job with all past loose ends finalized
- this is the beginning of your tenure clock, so be prepared to start your new job on day 1

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STARTUP FUNDS:

- mine was very simple because I had already received startup as part of my initial employment at UTIG
- provides information about how funds will be made available, for how long, and what they can be used for

This is what you need to cover costs until you get funding in place

The Jackson School has agreed to provide \$13,000 in additional start-up funds to assist you in establishing your research program as a faculty member. Start-up funds are to be used primarily for equipment purchases but, if more flexibility is necessary, you may seek approval from the dean via the department chair for other research support expenses, such as staff salaries and operating expenses. These funds, under certain limited circumstances, may be used for travel but not for your own salary compensation. These funds should be expended within 3 years of the initial appointment unless the dean authorizes an extension. As a member of the Jackson School you will be eligible to request a match for externally generated funds for equipment purchases.

Other elements of this offer include:

- As a new faculty member, you will be provided with your choice of either a laptop or desktop computer through the provost's office Faculty Computer Initiative.
- As a member of the Jackson School, you will be eligible to request matching support for graduate student research assistantships funded through external sources, which is a 50% match for stipends, fringe benefits, and tuition and fees. Your incoming graduate student for Fall 2009 will be supported as a teaching assistant or on a fellowship.
- As a member of the Jackson School, you will be eligible to request a 50% match for salary and fringe benefits for post doctoral fellows funded through external sources up to a set maximum amount.
- For salary on existing and pending grants (if funded), the School will cover the difference between funded and actual salary.
- The School will provide office space in one of our two on campus buildings for you as well as at the Institute for Geophysics, and office space your graduate students and any postdoctoral fellows as well as appropriate lab space.

Instructional assignments are determined by the department chair, and the normal teaching load in the department is on average, three classes per year with at least one at an undergraduate level. As outlined above, your teaching load will be half that of a normal faculty member. Your teaching duties are expected to be in glaciology and climate-related areas, as well as introductory courses.

For each of two semesters during the first year of employment, you will receive an adjusted workload to allow time to develop instructional materials for courses you will teach; specifically for the first semester (Fall 2009) your teaching duties are waived and you may elect to teach only one course in the spring semester. With the permission of the department chair, it is possible to maximize time devoted to quality teaching and time devoted to research and scholarly efforts within an academic year by requesting an adjusted teaching load across two semesters so that one is light and the other heavier. In addition, you may focus additional time on your research and scholarly efforts by paying all or part of your salary from external grant funds.

Negotiation – Your needs

EQUIPMENT:

- categorize equipment as major (>\$5k) and minor (<\$5k) – at UT this cutoff is where you need to get multiple quotes for purchasing and then justify (through documentation) your choice of manufacturer
- get quotes ahead of time so that you know what things cost
- figure out what is already available in the dept. – be sure to note if that piece of equipment is heavily used already
- include lab consumables (chemicals, office supplies, lab supplies etc.)
- computer/printer/software for you and your group
- technically, the university owns this type of equipment and you will have to leave it behind if you move or negotiate to purchase it at a discounted price
- some very expensive equipment might require a separate negotiation – often because the money comes from a different pot of resources
- you can negotiate how long you have to use the funds (typically three years) and how they are dispersed (do you need the majority of funds upfront?)
- If you get a grant funded, do you immediately lose your startup funds?

Negotiation – Your needs

STAFF SUPPORT:

- lab technicians
- student RA salaries
- postdoc salaries
- admin support (not everywhere)
- because staff costs are recurring, they can be very difficult to negotiate
- many times technical support are fully paid for a certain number of years and then weaned off of internal support as grants come in
- because recurring funds come from different fiscal-year budgets, you may be able to ask for staff support that changes through time in lieu of conceding on other issues (initially paid from startup, eventually moved to overhead return)

Negotiation – Your needs

OTHER EXPENSES:

- travel support – so that you and students can attend meetings/workshops until you get funding in place
- publication fees (again, until you get funding in place)

Negotiation – Your needs

OTHER INITIATIVES:

- these are benefits – many aren't around anymore
- what is available to you – what can you negotiate for?
- think about indirect cost waivers
- child-care spot
- tuition for family members

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TRANSITIONING BENEFITS:

- moving your stuff (including cars)
- flights to pick out houses
- housing expenses if the city is abnormally expensive
- daycare spots
- insurance coverage in the summer prior to starting – if needed
- do you come to this position with tenure credit?
 - when will you go up for tenure?
 - what prior teaching/pubs count?
 - when will you undergo a formal review?

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Negotiation – Your needs

SPACE:

- space is money: square footage, quality, and location are up for grabs
- a general rule of thumb is that every lab employee needs 150-200 sq. ft. (including equipment)
- special needs (e.g. fume hoods, ventilation etc.)
- renovations can take a lot of time - if you've toured several potential spaces consider the time needed for renovations and how this might impact your progress

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For each of two semesters during the first year of employment, you will receive an adjusted workload to allow time to develop instructional materials for courses you will teach; specifically for the first semester (Fall 2009) your teaching duties are waived and you may elect to teach only one course in the spring semester. With the permission of the department chair, it is possible to maximize time devoted to quality teaching and time devoted to research and scholarly efforts within an academic year by requesting an adjusted teaching load across two semesters so that one is light and the other heavier. In addition, you may focus additional time on your research and scholarly efforts by paying all or part of your salary from external grant funds.

Negotiation – Your needs

TEACHING LOAD:

- teaching release for first semester/year to develop materials
- number of classes per year
- types of classes per year (topic/level)
- lab or lecture?
- small vs large class?
- how many TAs will you get?
- can you adjust your teaching load?

The Jackson School has agreed to provide \$13,000 in additional start-up funds to assist you in establishing your research program as a faculty member. Start-up funds are to be used primarily for equipment purchases but, if more flexibility is necessary, you may seek approval from the dean via the department chair for other research support expenses, such as staff salaries and operating expenses. These funds, under certain limited circumstances, may be used for travel but not for your own salary compensation. These funds should be expended within 3 years of the initial appointment unless the dean authorizes an extension. As a member of the Jackson School you will be eligible to request a match for externally generated funds for equipment purchases.

Other elements of this offer include:

- As a new faculty member, you will be provided with your choice of either a laptop or desktop computer through the provost's office Faculty Computer Initiative.
- As a member of the Jackson School, you will be eligible to request matching support for graduate student research assistantships funded through external sources, which is a 50% match for stipends, fringe benefits, and tuition and fees. Your incoming graduate student for Fall 2009 will be supported as a teaching assistant or on a fellowship.
- As a member of the Jackson School, you will be eligible to request a 50% match for salary and fringe benefits for post doctoral fellows funded through external sources up to a set maximum amount.
- For salary on existing and pending grants (if funded), the School will cover the difference between funded and actual salary.
- The School will provide office space in one of our two on campus buildings for you as well as at the Institute for Geophysics, and office space your graduate students and any postdoctoral fellows as well as appropriate lab space.

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Negotiation – Your needs

PROFESSIONAL DEVELOPMENT:

- teaching instruction
- new faculty orientation
- any school-wide pre-tenure opportunities

The week before classes begin each August, the Division of Instructional Innovation and Assessment (DIIA) offers the New Faculty Teaching, Learning, and Orientation Seminar. You will receive an invitation to attend this four-day event, which covers a broad range of topics designed to acquaint you with teaching at the University, provide you with a research orientation, and give you an opportunity to meet some of your new colleagues.

Tenure-track faculty members may apply for a Summer Research Assignment (SRA) through the Faculty Development Program administered by the Office of Graduate Studies. The program gives preference to junior faculty for SRAs, which provide the equivalent of two months' salary following the first academic year of service. Information about this and other internally funded awards programs administered by the Office of Graduate Studies and the Office of the Vice President for Research can be accessed via <http://www.utexas.edu/research/grants/funding.html>.

The enclosures cover important information for new faculty members at The University of Texas at Austin, including an overview of retirement and other benefits. You will be entitled to all employee benefits authorized by the state legislature. Human Resource Services will provide you with full information on available University services and resources at the New Employee Welcome/Orientation, which you should attend as soon as possible upon your arrival. As a new employee you have 31 calendar days from the initial date of your appointment on August 18, 2009 to enroll for insurance coverages.

This offer is contingent upon satisfactory completion of all pre-employment screening requirements. These include (1) completion of the form and provision of documentation required by the Federal Immigration Reform and Control Act to verify employment eligibility to work in the United States; (2) a background check for security sensitive positions, which include all faculty positions; and (3) satisfaction of a credentialing requirement that is a criterion for institutional accreditation. The first must be satisfied within three working days of the start date of your appointment and will be handled upon your arrival. To meet the last two requirements, please complete and return both the enclosed Background Check Request Form and the Official Transcript Authorization for New Faculty form to the department for handling. The enclosures contain additional information on these requirements.

We are enthusiastic about having you as a member of the faculty and hope that the terms of this offer are satisfactory to you. Please indicate your acceptance of this appointment by signing the original of this letter and returning it to me. The copy should be retained for your records. Should you have any questions concerning the offer you can contact me at (512) 471-3519.

Sincerely,

Sharon Mosher
Department Chair

Negotiation – Your needs

HOW TO RESPOND:

- time needed to make a decision
- how to respond

The week before classes begin each August, the Division of Instructional Innovation and Assessment (DIIA) offers the New Faculty Teaching, Learning, and Orientation Seminar. You will receive an invitation to attend this four-day event, which covers a broad range of topics designed to acquaint you with teaching at the University, provide you with a research orientation, and give you an opportunity to meet some of your new colleagues.

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Sincerely,

Sharon Mosher
Department Chair