

WHAT HAPPENS AFTER THE INTERVIEW PROCESS?

A period of waiting usually follows the interview. If you were the final interview candidate, you may hear something about your fate relatively soon. If you were the first of five candidates to participate in campus visits, however, you may wait weeks to hear something. After a period of waiting, you will get some news.

Bad News

- Rejections typically come by mail.
- Departments usually will not provide you with feedback as to why your application was rejected.
- When you receive a rejection letter, take care of yourself.
- Try not to take rejections too personally; usually it comes down to a matter of fit or personal connections.

Neutral or No News

- Departments may tell you they are interested in you but have made an offer to somebody else.
- No news usually means you are still being considered as the second or third choice but the top candidate has not accepted or rejected the offer.

Good News

- Offers tend to come by telephone.
- When you receive an offer, take a deep breath, express appreciation and enthusiasm, and ask for some time to consider the offer.
- Try to remain calm and professional while on the phone – save the jumping and squealing for later.
- Never accept a job offer on the spot – even if you are overjoyed and anticipate taking the job.
- Request that a written copy of the offer be mailed or faxed to you.
- Take some time to collect your thoughts, process your emotions, clarify the terms of the offer, evaluate the offer from multiple angles, and make a final decision.
- Most departments will give you a few weeks to make a decision. If you need more time, you can try to negotiate a few additional weeks.

Multiple Offers

- If you receive an offer before you've heard from your top choice, feel free to call your top choice to ask about the status of the selection process and of your application in particular.
- If your top choice asks you for details about your other offer(s), be honest, ethical, and professional, yet strategic as well. Don't feel obligated to share every detail of your offer.
- Having an offer sometimes makes you more desirable to other schools and may enable you to negotiate a better package.
- Be careful in trying to play one institution against one another, especially if you have no interest in one of the positions.
- Never fake an offer or exaggerate the terms of the offer.
- If you do not intend to accept an offer, because you do not like the position or because you have accepted another offer, let the search chair know as soon as possible so he/she can offer the position to the runner-up. Be sure to thank all departments for their time, interest, and offer.

HOW CAN YOU ENSURE A GREAT STARTING PACKAGE?

Collect Information

- Ask faculty members in your UW department what they think would be a fair package.
- Research average faculty salaries:
 - By state – http://nces.ed.gov/programs/digest/d04/tables/df04_240.asp
 - By school – <http://chronicle.com/stats/aaup/>
 - By department – university libraries
- Check the websites of professional associations in your field for academic salary information.
- Figure out the cost of living - <http://www.homefair.com/homefair/calc/salcalc.html>

Always Negotiate

- If a search committee extends you an offer, committee members consider you to be the best candidate and they want you. The balance of power shifts in your favor and you will likely never be in a better position to get what you want. If you don't negotiate now, the opportunity is lost.
- If you are anxious about the negotiation process, realize that departments expect you to negotiate and they often craft their offers on the assumption that you will negotiate.
- Do not assume anything. Ask questions. Requesting information indicates confidence, professionalism, and thoroughness. State your requests explicitly, concretely, and concisely.

Maintain a Positive Attitude

- Remember that the way you negotiate sets the stage for future interactions with your colleagues – you do not want them to think you are a pushover or a bully. Strive for a win-win situation.
- Recognize that the committee is not going to try to cheat you because it's in everybody's best interest for you to be happy with your starting package.
- Be professional, courteous, ethical, and firm.
- Be willing to compromise and accept no as an answer.

Frame Your Requests Appropriately

- Frame your requests in terms of what you need to be maximally successful and productive at the institution, rather than framing your requests in terms of your personal desires.
- Focus on the value you will bring to the department.

Think Broadly

- Evaluate many aspects of an offer so you know what you're getting yourself into.
- Negotiate in several different areas – not just salary. (more info provided on pages 3-5)
- Try not to get so excited about having a job offer that you forget to think about the future.

Prioritize

- Pick your battles – prioritize what's important to you from the lists on the following three pages and then only negotiate the things about which you feel strongly.
- The overarching question you should ask yourself is, "What do I need to be happy, be productive, and get tenure?"
- Distinguish between what is absolutely necessary for you and what is nice, but extra.
- Try to limit the number of counteroffers and requests for information so the department chair doesn't have to repeatedly approach the dean.

Get It in Writing

- When you receive the official offer letter, make sure it agrees with what was discussed during the negotiation process.
- Make sure the letter describes the review cycle and states the year of your tenure review.
- If the department has promised to help your partner find a job, make sure the specific types of help are written in your contract or delay signing your contract until your partner has an offer.
- If the letter contains inaccurate information or is missing vital items, ask for an updated letter.
- If you agree to the terms, sign the letter, make a copy of it, and promptly return the original.
- Do not consider yourself hired until you and your employer have signed a written document.

WHAT SHOULD YOU CONSIDER DURING NEGOTIATIONS?

Salary

After living the graduate school life, you will probably be happy to get an offer that pushes you above the poverty line. Even so, you should always ask for more money than is originally offered to you. Some departments offer a lower salary than they are willing to give because they expect candidates to negotiate and they want candidates to feel success in the negotiation process. A few extra thousand dollars may be critical to you so don't feel shy about asking for a higher salary. Keep in mind that your starting salary has a big impact on your overall lifetime earnings because raises are calculated from your base salary. Because of this, an extra thousand dollars in permanent salary will mean more to you in the long run than an extra month of summer salary for one year only. On the flip side, you should realize that salaries are sometimes fixed within a university and beyond the control of the department chairs or deans. Below are some questions you should consider related to salary.

- What is the starting salary?
- Can you have a higher starting salary? (perhaps 5% - 20% higher than the original offer)
- What is the length of the contract?
- Can the paychecks be spread over twelve months?
- What is the recent history of annual salary increases?
- What is the likelihood of getting summer support through teaching, university grants, etc?
- Can you get an advance on your first paycheck?

Relocation & Housing

- Will the university pay for a moving company? How about a temporary storage facility?
- What are the procedures for getting your moving expenses reimbursed?
- Can the institution pay for you (and your partner) to make a house-hunting visit?
- Are there any university-subsidized housing developments?
- Is temporary housing available to new faculty?
- Can your department recommend realtors?

Health & Retirement

- What are the premiums, deductibles, and co-pays?
- Does health insurance include eye care and mental health care?
- What dental and orthodontia benefits are provided and what do they cost?
- Are your dependents eligible for health insurance?
- Does the university's insurance carrier cover same sex domestic partners?
- When does the health plan take effect and is this negotiable?
- What are the long-term disability policies?
- What type of retirement and life insurance plans are available? When do these benefits begin?

Office & Supplies

- Do you have a private office?
- Where is the office located?
- What size is your office?
- Do you have a window?
- Can you order new furniture, carpet, paint?
- What computer equipment is included in your office?
- Can you order a new computer, printer, software, etc?
- What office supplies are provided by the department?
- What access will you have to photocopiers, faxes, long-distance phone privileges, etc?

Research & Lab

- What start-up funds are available for research programs?
- How many years are new professors eligible for start-up funds?
- How soon does the institution expect you to fund your own lab?
- What campus resources are available to help you apply for grants?
- What lab space is available?
- What equipment, furniture, utilities, computers, etc. come with the lab space?
- Are you guaranteed the lab space for an indefinite amount of time?

Teaching & Advising

- How long do new faculty members get a course reduction?
- How many new course preparations will you have the first few years?
- How many courses and credits will you be teaching each term?
- Is your teaching load subject to change or fixed over time?
- Will you have the opportunity to develop new courses?
- Under what circumstances are teaching loads reduced?
- Can you stack your teaching load so you have terms with no teaching?
- Can you buy out of teaching if you secure grants?
- Are teaching loads reduced the year before tenure review?
- How will your teaching be evaluated?
- How many office hours do faculty members hold?
- How many theses and dissertations might you supervise?
- How many students will you advise and how quickly must you reach a full advising load?

Service

- What type of service is valued?
- How many committees and projects are you expected to be involved with?
- Can you get credit, relief, or a shift in assignments for taking on significant service responsibilities?
- How do different types of service activities count in the tenure process?
- How do service requirements differ between untenured and tenured faculty?

Student & Staff Support

- Are departmental funds available to hire teaching and/or research assistants?
- Are you guaranteed funds to hire teaching and/or research assistants or do you have to compete with other faculty members for these resources?
- How soon will you be expected to pay for your own research assistants out of grant money?
- Are teaching and research assistants assigned or do you select them?
- What responsibilities do teaching and research assistants usually assume?
- What kind of clerical support is provided?
- Will you have a formal mentor? If so, who will it be?
- Will there be an orientation for new faculty?

Professional Development

- How much money can you spend on books for your office?
- Will the library purchase books or subscribe to journals at your request?
- How much money is available for you to attend conferences?
- Is conference money dependent on whether you present?
- Are sabbaticals available and are there restrictions on how sabbaticals can be used?
- If you will be finishing your dissertation during the first few months, what kind of support will you receive to ensure its completion?

Partner & Family

- Will the institution find a job for your academic partner?
- What career-placement assistance is available for your non-academic partner?
- Will your partner or children receive tuition support?
- Does the institution have a "domestic partner" policy?
- Can your family access campus facilities such as libraries and fitness centers?
- Does the university provide on-site daycare or subsidize daycare in the community?
- What are the family-leave policies? Do they include men, adoption, and elder care?
- How long does the tenure clock stop for pregnancy and childbirth?

Timing

- When does your contract begin?
- When are you expected to arrive on campus?
- Will your office be ready when you arrive?
- Can you delay your start date for one term?
- What is the schedule for the academic year?
- When are faculty members expected to be available on campus?

Other Logistics

- If your appointment is split between two departments or involves other responsibilities such as administration or clinic coordination, have the details of your appointment specified in writing.
- What department is your home in terms of tenure?
- How will you be evaluated?
- How will your teaching, service, and research requirements be adjusted?
- Where will your office be or will you have more than one office?

WHERE CAN YOU FIND OUT MORE?

Stanford University, <http://cardinalcareers.stanford.edu/guides/grad.html>

AAUP, <http://www.aaup.org> (After the Offer, Before the Deal: Negotiating a First Academic Job)

Golde, C. (2001). Be honorable and strategic. *Science Careers*. <http://sciencecareers.sciencemag.org/>

Heiberger, M. M., & Vick, J. M. (2001). *The academic job search handbook*. Philadelphia: University of Pennsylvania Press.

<http://chronicle.com/jobs/99/08/99082702c.htm>

<http://psyphz.psych.wisc.edu/~shackman/bradbury.pdf>

<http://www.womendontask.com>