



Negotiating for a Faculty Position

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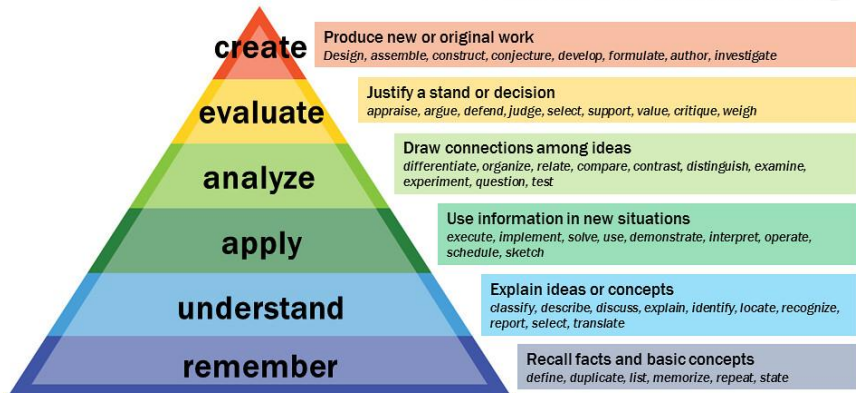
Welcome! While you wait:

1. Open the **Workshop Information** document:
bit.ly/PACUP-NEGO2
2. Take the 1-question Poll:
bit.ly/PACUP-NEGO4
3. If you feel comfortable: **Rename** yourself on Zoom
(first name, last name initial and pronoun)
e.g.: Laurence C. (she)

About this workshop: bit.ly/PACUP-NEGO2

This workshop will involve group discussions in breakout rooms

Bloom's Taxonomy



[Source](#)

Group
Work

Lecture



This workshop aims to be inclusive of all voices, backgrounds and situations

We realize not everyone can or wants to participate in group discussions.

Signal to us and others that you cannot participate by adding a * before your name.

Research-Intensive
Institutions (R)



Research &
Teaching
Focused (RT)




Teaching-Only
Institutions (T)



How to get hired at these institutions

The Academic Career Readiness Assessment (ACRA)
“What are the significant contributors to hiring decisions?”
<https://career.ucsf.edu/ACRA>

The Academic Career Readiness Assessment: Clarifying Hiring and Training Expectations for Future Biomedical Life Sciences Faculty

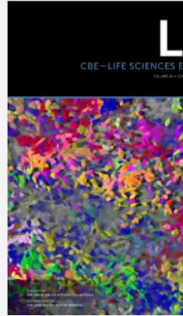
 Laurence Clement , Jennie B. Dorman, and Richard McGee

Adele Wolfson, Monitoring Editor

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 [Sections](#)  [View PDF](#)
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Abstract

We describe here the development and validation of the Academic Career Readiness Assessment (ACRA) rubric, an instrument that was designed to provide more equity in mentoring, transparency in hiring, and accountability in training of aspiring faculty in the biomedical life sciences. We report here the results of interviews with faculty at 20 U.S. institutions that resulted in the identification of 14 qualifications and levels of achievement required for obtaining a faculty position at three groups of institutions: research intensive (R), teaching only (T), and research and teaching



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[Supplemental Materials](#)

Metrics

4



Twitter (19)

The job application process in academia

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)



The negotiation
process



What to
negotiate



How to
negotiate

The Offer

Possible Scenarios

You get a call on your cell phone from the Chair of one of the departments where you interviewed a month ago.

They say they are happy to let you know that they (select one):

- Would like to invite you (but no other candidate) for a **second interview**
- Are **preparing an offer** for you and need more information from you
- Are going to send you an offer, then describe it on the call and **ask if it works for you**
- Have an offer ready for you and **need you to accept it right now**



Common Questions

- What should I say on the phone?
- Should I accept the offer right away?
- Do I really need to negotiate?
- What information will I need to have ready for this call?
- What questions should I ask?
- Should I sign right away?
- What if I am still interviewing?
- What if I have another offer?
- What if I prefer another institution, but am waiting to hear from them?
- How much more money can I ask for?
- What if I can only take this job if my partner finds a job there?
- What if I am pregnant?

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
Imagine you have a quick decision to make - run a simulation now for yourself and with your family.

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

How to prepare

Prepare for the call:

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

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

You are probably not expected to accept right now.

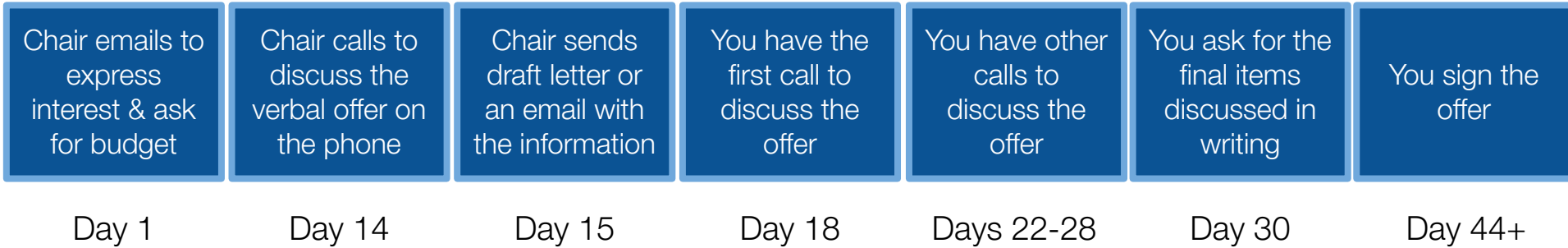
How to prepare

Before the second interview:

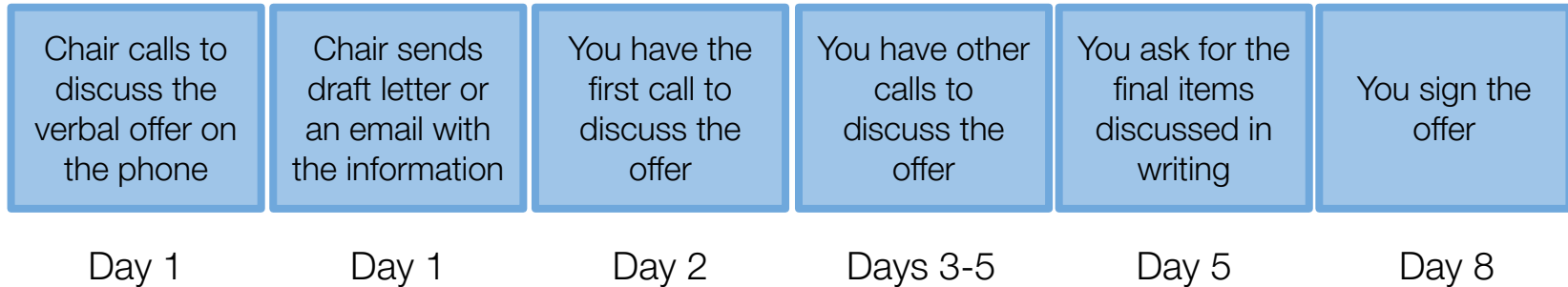
Prepare a list of questions you still have about the position (the facilities, the expectations, the salary calculations, the tenure requirements), that will help you make the best deal for your future position.

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

Example of a “Negotiable” Offer Timeline



Example of a “Rushed” Offer Timeline



Note: These timelines will vary significantly between institutions



The negotiation
process



What to
negotiate



How to
negotiate

Imagine your lab is a company



Leverage your business plan to justify your needs

INSTITUTION

JOB/CHALK TALK

RESEARCH PLAN

JOB OFFER

CHAIR

INVESTOR &
INCUBATOR

PITCH

BUSINESS PLAN

DEAL

BROKER



Leverage your business plan to justify your needs

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BROKER

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

What do YOU need to attain this level of productivity?

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

Backward Design Your Negotiation From The Goals

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

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

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

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

What do YOU need to attain this level of productivity?

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



What you can ask for

Salary & Benefits

Offer Letter

Things to consider

- Is this a 9-month or 12-month salary?
 - 9-mo: is a summer salary offered for the first 1-3 years?
 - 12-mo: institutions rarely cover 100% of the salary.
 - What % will you need to cover after the start-up phase?
 - Is 100% covered during the start-up phase?
- Is the salary increase process in promotions (or when bringing grant money) clear and fair?
- Benefits: Do you due diligence but they are rarely negotiated.

How to Prepare

Questions to ask during the interview

Ask junior faculty, if they seem open to sharing information:

- What is the cost of living in the area?
- How comfortable are new faculty with their starting salaries?
- What is the average starting salary for an assistant professor in this department?
- How difficult is it for someone to cover this % of their salary with the grants they receive?
- Is there anything they wish they had known before?

How to ask

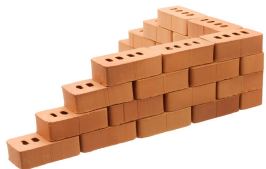
“I am wondering if there is any wiggle room around the salary?”

Possible reasons:

1. Cost of living in the area (loss of productivity from living an hour away from campus)
2. Loss of pay from a partner
3. Your experience is higher than an average new assistant professor
4. You are already bringing in your own grant

Clarifications:

- Would a salary increase reduce the time to tenure?
- Are salary negotiations limited by institutional policies?



What you can ask for

Startup Funds

Offer Letter

Things to consider

- Does the start-up pay for your start-up salary, graduate students?
 - Don't compare your start-up to others without details.
- Is the start-up provided at a lump-sum or paid out in yearly installments?
 - Can you afford your start-up equipment in Y1?
- Is there an expiration date on start-up funds (3, 4, 5 years)?
- What happens if you get a grant earlier than expected (for e.g., 2 years) or later (especially in the current times)?
 - Can you keep the start-up funds?

How to Prepare

Questions to ask during the interview

Ask junior faculty, if they seem open to sharing information:

- What is the average start-up package like?
 - Start-ups vary widely, from \$5K (RT) to \$2 million (R) for high-cost research.

What to do now

- Equipment and supplies budgets come from the budget you submitted: Prepare a budget early on in the application process.

How to ask

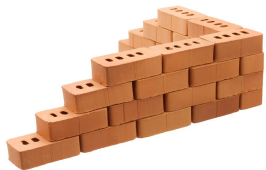
The Chair will work with you to identify cost-saving solutions, like sharing equipment and using core facilities, before coming to a final budget.

- Argue for things you need based on your budget, your research statement (business plan) and your talks (pitch) which described your productivity goals.

“The Y1 budget is \$100K. I need to buy a \$150K equipment or won't be able to get my lab started until a year later. Is there anything we could do to increase the Y1 installment?”

Other Clarifications:

1. Is the expiration date negotiable?
2. Can I keep start-up funds if I get a grant early?
3. Can I extend the start-up funds if I don't get a grant in time - you are the COVID generation!



What you can ask for

Startup Funds

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How to ask

Negotiate from a place of productivity:

How much productivity will you lose with this offer?

For example, with a shared equipment:

- Limited access reduces your team's productivity
- No control over the maintenance of an equipment can create a bottleneck
- Time lost walking to another building to use equipment

“Since, I will be sharing this equipment, which I need to use frequently, and on which my results depend, I would feel more comfortable having a minimum guaranteed access (number of hours a month, week or day). If we use the machine in the Core facility, I am wondering if I could pay lower rates?”

What else you can ask for



Research Space



Teaching & Service Release



Other Costs

Offer Letter

Things to consider

- 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.

Offer Letter

Things to consider

- At R institutions, you can ask to be excused from teaching and services for the first year.
- 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.

Offer Letter

Things to consider

- Moving expenses can be reimbursed with receipts, paid directly to the moving company, or paid as sum here.
 - You may be taxed.
 - There is a maximum amount stated in the letter, \$5-20K.
- You can ask for professional development funds, to attend conferences, for example, if you have a small start-up budget.

What else you can ask for



Start Date



Time to Think

Offer Letter

Things to consider

- 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.

Offer Letter

Things to consider

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

1. The type of institution. Less research-intensive inst tend to have very short turnaround time, and less flexibility with delays.
2. Whether you have another offer. More research-intensive inst may “wait” for you to consider other offers.

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



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



Parking

Negotiation Preparation Checklist

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

Discussion: bit.ly/PACUP-NEGO2

Discuss with partners for 1 minute each.

2 options:

1. If you are applying to positions this year:

Choose 2 negotiation points that you feel are important for you, and use the checklist to think through how you would prepare for it.

2. If not:

Reflect on what we discussed in the workshop so far. What concerns or questions do you have at this point?

We realize not everyone can or wants to participate in group discussions.

1. Signal that you cannot participate by adding a * before your name.

*For e.g.: * Laurence C. (she)*

2. Don't leave!

You will be invite to a room, and you can choose to go or stay in the main room.



The negotiation
process



What to
negotiate



How to
negotiate

Most common concerns when it comes to making the ask

I feel uncomfortable
even asking to
negotiate

I don't want to seem
greedy

I don't want to sound
unreasonable

I don't want to make
the wrong decision

Reframing the faculty job application process

INSTITUTION

JOB/CHALK TALK

RESEARCH PLAN

JOB OFFER

CHAIR

**INVESTOR &
INCUBATOR**

PITCH

BUSINESS PLAN

DEAL

BROKER

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

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

The Chair is your ally in the negotiation process

Can advocate for you

Can find creative solutions to your problems

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



The Chair is your ally in the negotiation process

Prioritize

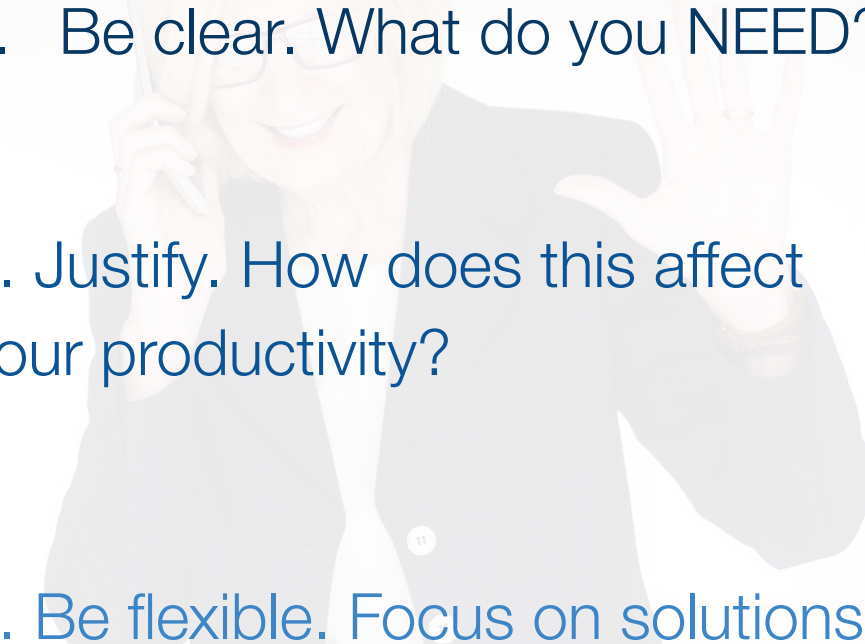
You may not get everything you want

Well-being affects productivity

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

Bring the Chair into the decision

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

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

Most common concerns when it comes to making the ask

I feel uncomfortable even asking to negotiate

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

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

I don't want to seem greedy

Put your request into the context of your productivity

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

I don't want to sound unreasonable

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

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

I don't want to make the wrong decision

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

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

Most common concerns when it comes to making the ask

I feel uncomfortable even asking to negotiate

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

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

I don't want to seem greedy

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

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

I don't want to sound unreasonable

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

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

I don't want to make the wrong decision

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

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

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?

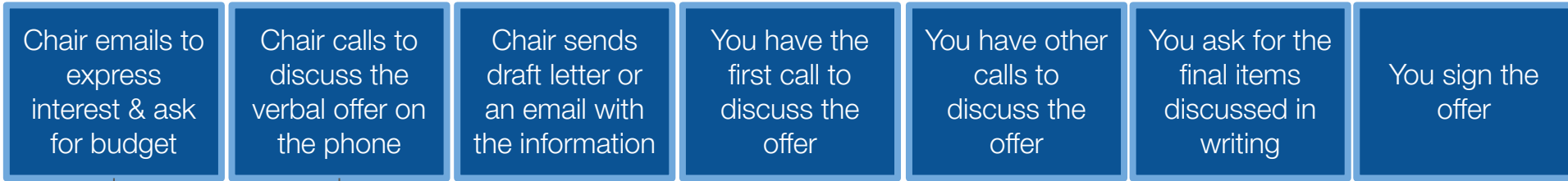
See sample budgets on our website:

<https://career.ucsf.edu/phds/academic-careers/negotiating-faculty-position>

How to ask: the “Negotiable” Offer Timeline



How to ask: the “Negotiable” Offer Timeline



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/Skype/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.

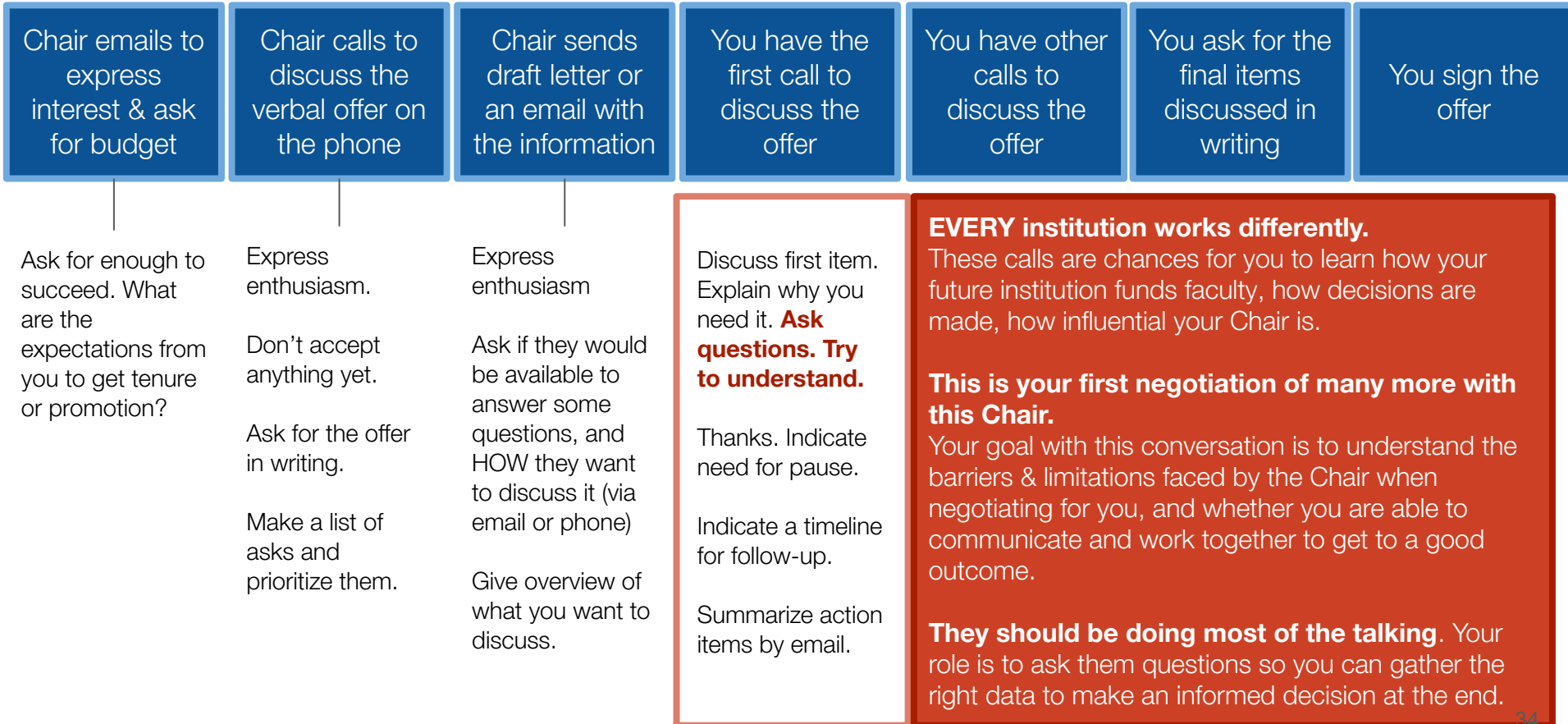
There are ways to prepare for “live” negotiations as an introvert or conflict-averse.

Prepare. Know what you want in advance.

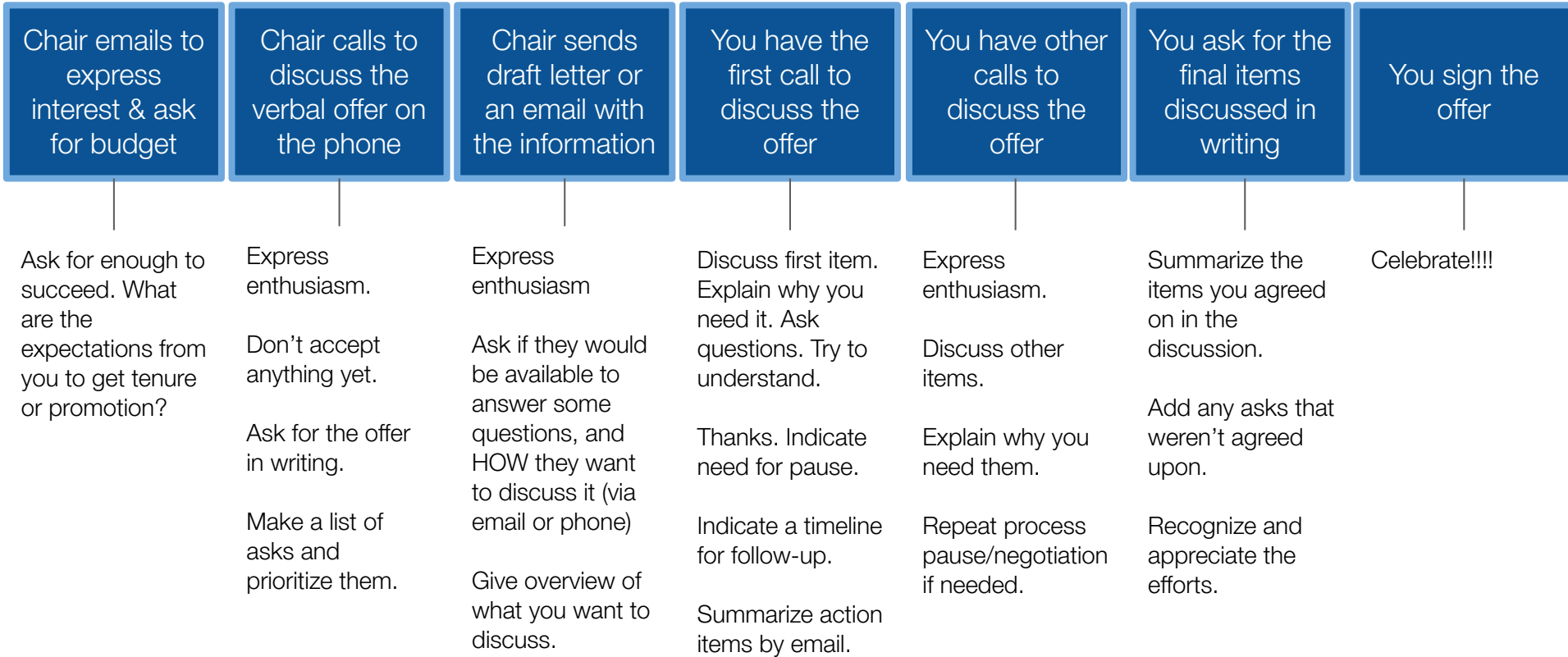
Don't decide anything. You don't have to make any decision on the call.

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



How to ask: the “Negotiable” Offer Timeline



How to ask: Multiple Offers and Asynchronous Timelines

Chair emails to express interest & ask to speak

Chair calls to discuss the offer

Chair sends draft letter or proposal with offer

You have the first call to discuss the offer

You have other calls to discuss the offer

You ask for the final items to discuss the offer

You sign the offer

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.

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