



Office of Career and
Professional Development
Student Academic Affairs

Negotiating Your Faculty Compensation and Startup Package

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Agenda

- Part 1: Negotiation *items*
 - a. Salary/compensation
 - b. Personal benefits and your time
 - c. Start up funds and space
- Part 2: Examples
 - a. Example startup budgets
 - b. Example offer letters
- Part 3: Negotiation *process*
 - a. Practice asking for more money!
 - b. Step-by-step tour of the faculty negotiation process and scripts for steps within the negotiation conversation

Part 1: Negotiation items

a. Salary/compensation

Before interviewing/negotiating, know the institution's faculty title structure

TABLE 1: CHARACTERISTICS OF VARIOUS FACULTY SERIES

	PROFESSOR	IN RESIDENCE	CLINICAL X	HEALTH SCIENCES CLINICAL ¹	ADJUNCT
Teaching/Mentoring	Essential	Essential	Essential	Essential	See Note ²
Research/Creative Work	Essential	Essential	Essential ³	See Note ¹⁰	See Note ²
Professional Competence & Activity	Essential	Essential	Essential	Essential	See Note ²
University/Public Service	Essential	Essential	Essential	Important	See Note ²
Appraisal of Achievement & Promise	Yes ⁴	Yes ⁴	Yes	No	No
Eligible for Tenure	Yes	No	No	No	No
Senate Membership	Yes	Yes	Yes	No	No
Sabbatical Leave	Yes	Other ⁵	Other ⁵	Other ⁵	Other ⁵
Limitations on Years of Service	8 Years at Assistant	8 Years at Assistant	8 Years at Assistant	None	None ⁶
Percent Time	100% ⁷	100% ⁷	100% ⁷	0-100%	0-100%
Primary Compensation Source	Extramural grants + State FTE	Extramural grants of Affiliate Sources	Clinical income + extramural grants	Clinical income ¹¹	Non-state intramural funds & extramural grants
Appointment Length	Open-ended	Open-ended ⁸	Termed ⁹	Termed	Termed

*UCSF Faculty
Handbook for Success*

Before interviewing/negotiating, know the institution's faculty title structure

Read the faculty handbook before negotiating

- Tenure represents freedom and salary security
 - But a tenure track offer may not represent the best career opportunity for you
- 9-month vs 12-month structure
- Base and total salary may vary widely across large university
 - Scale (discipline/school)
 - Rank (asst/assoc/prof)
 - Step (seniority within rank)
- **Total salary = base + add-ons**

Find out how salaries are structured - may be very complex!

At UC, for example:

- “X factor” = base salary depends on the position’s “scale,” likely the same for all in dept at rank and step
- “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 administrative activities.
Within UC: May be negotiated annually.
- “Z factor” = incentive compensation or bonus; based on service to dept, outside income, etc.

Part 1: Negotiation items

Salary/compensation

Faculty salaries in the US vary by institution/type

-Doctoral Institutions

-Masters Institutions

-Baccalaureate Institutions

- Chronicle of Higher Education/AAUP Survey chronicle.com

- Medical School faculty salaries - AAMC Faculty Salary Survey

** - State institution employee salaries – individual salaries, public information**



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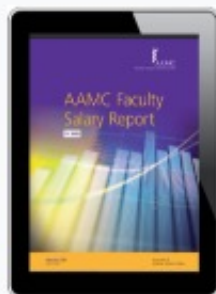
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AAMC Faculty Salary Report FY 2020 (Online)

Year Published: 2021

VIRTUAL

\$1,150.00

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Member pricing: \$43 | Non-member pricing: \$1,150

The AAMC Faculty Salary Report provides updated compensation data from the FY 2020 survey of 154 accredited U.S. medical schools. This publication enables medical community leadership to make internal wage decisions, identify compensation trends, and develop strategic plans and budgets.

Faculty and staff at member institutions may purchase online access to this publication for \$43. Please [sign in](#) for member pricing.

Part 1: Negotiation items

b. Personal benefits and your time

Personal benefits that could be requested

- Salary and compensation
- Moving expenses
- Housing loan assistance
- House-hunting visit
- Day care
- Tuition assistance – Self? Family?
- Summer salary support
- Parking
- Salary advance
- Spouse/partner appointments or other dual-career couple issues

Two body “problem”

Stanford University

Stanford | The Clayman Institute
for Gender Research



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Dual Career Toolkit



Londa Schiebinger

Andrea Rees Davies

Shannon K. Gilmartin

THE CLAYMAN INSTITUTE

2008

The Michelle R. Clayman Institute for Gender Research at Stanford examined the academic ecosystem that graduate and postdoc job seekers face

by looking at full-time faculty at 13 leading U.S. research institutions.

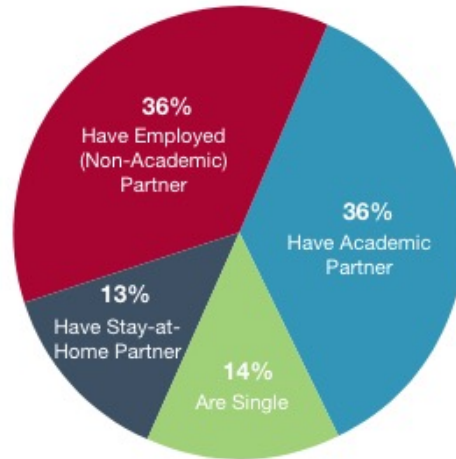
[Dual Career Toolkit](#)

[SEE ALSO THE FULL DUAL-CAREER ACADEMIC COUPLES REPORT »](#)

Two body “problem”

FIGURE 1: PARTNER STATUS OF U.S. ACADEMIC WORKFORCE^{^}**

9,043 Full-Time Faculty from 13 Leading Research Universities



**Seventy-two percent of full-time faculty in this study have employed partners.
Thirty-six percent have academic partners.**

[^] All data derive from the Clayman Institute's Managing Academic Careers Survey unless otherwise noted.

^{*} Percentages do not add to 100 due to rounding.

[‡] See Appendix D for methods notes.

Two body “problem”

When to raise this issue?

- In the application letter?
- During the campus interview?
- After the offer is made but before you accept?

Some “solutions”

- Second tenure line position
- Fixed-term non-TT faculty appointment
- Postdoctoral appointment
- Administrative job
- Position in your lab
- Department pays for job search support
- Two jobs, two cities

Higher Education Recruitment Consortium (hercjobs.org)

Your time – items that could be discussed

- Release time
- Teaching expectations
 - Teaching assistants?
 - Lab or lecture?
 - Postpone for initial year(s)?
 - Small class vs large class?
 - Loaned lecture materials?
 - Weekdays without teaching?
- Service requirements
- Timing of the position: Tenure clock, contract renewal dates, start date
- Graduate program affiliations

Part 1: Negotiation items

c. Start-up funds and lab space

Start-up funds: Find out how are they structured?

- Lump sum?
- Funded exactly from your submitted detailed list?
- Discussed after you submit your detailed list?
- If lump sum, 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

Start-up funds: How are they structured?

Key: Enough to cover your costs until you generate another revenue stream

Enough:

- Reagents, consumables
- Equipment – expensive one-time cost? You may be pushed to share
- Staff – recurring cost, most difficult to negotiate;
 - One PhD student, one postdoc, one technician could exceed \$250,000/year including benefits
 - Costs differ greatly, ask for help from host chair or admin or current faculty

Start-up funds: How are they structured?

Key: Enough to cover your costs until you generate another revenue stream

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? “Penalty for success?”

Lab Space

- **Space is money**
- **Quantity, quality and location are all important**
- **Ask about:**
 - Condition of lab space; be sure to visit
 - Fit to your program
 - Renovations needed?
 - Secure projected timing for renovations
 - Who pays for renovations?
 - Location/neighbors
- **Space in animal facilities**
- **400 – 1000 sq ft is typical for start-up lab**

Part 2: Examples

a. Start-up packages

R1 Start-up funds: How are they structured?

C77 fx

	A	B	C	D	E	F	G	H	I	J	K
1	PERSONNEL AND EQUIPMENT										
2							Estimated Costs				
3	Category					3-year or item	Cost	% of Total	Subtotal	% of Total	
4	Staff, students	grad student	salary					0.00			
5	assumes 1 postdoc and 1 lab tech		tuition					0.00			
6			benefits					0.00			
7	but no grad student	postdoc	salary	(assume total cost is \$48K each/yr)		0		0.00			
8			tuition	(1 for 2 years covered by department)				0.00			
9			benefits					0.00			
10		lab tech	salary	(assume total cost is \$33K each/yr)		0		0.00			
11			tuition	(1 for 2 years covered by department)				0.00			
12			benefits					0.00	0.00	0.00	
13	Animals (primarily mice)	Housing, ±100 cages, 3 years	\$0.53/cage/day x 100 cages x 3 years = \$58035				58035	12.75			
14		Mice--purchase and transfer					10000	2.20			
15		Genotyping (shared equipment?)					6000	1.32	74035.00	16.26	
16	Multielectrode array system	MCS MEA-1060 system					50000	10.98			
17		infrared dissection system	dissection scope				6000	1.32			
18			infrared illuminator				200	0.04			
19			eyepiece adapters (x2)				700	0.15			
20			infrared camera attachments x2				4600	1.01			
21			normal illuminator				530	0.12			
22		multielectrode arrays					2000	0.44			
23		visual stimulus system	Intel Mac (no monitor)				3200	0.70			
24			neutral density filter set				350	0.08			
25			monitor (CRT)				500	0.11			
26			projection lens				1000	0.22			
27			software	Matlab			500	0.11			
28				PsychToolbox			0	0.00			
29				Matlab continuing update licence to			400	0.09			
30			stim. trigger	USB PMD-1208FS			150	0.03			
31			various BNC cables				50	0.01			
32			Lucivid CRT system for stimulus presentation				10000	2.20			
33			monitor calibration de Spyder2PRO				250	0.05			
34			radiometer (light meter)				1550	0.34			
35			radiometer sensor heads				2500	0.55			
36			medium-quality dissection scope head (for stimulus alignr				700	0.15			
37		misc.	tissue hold-down, perfusion parts				100	0.02			
38			conductive pads ("Zebra" 45mm2)				300	0.07			
39		data: sorting and analysis	software	Offline Sorter			4200	0.92			
40				NeuroExplorer			3300	0.72			
41				Igor Pro			400	0.09			
42			hardware	analysis PC			1500	0.33			
43				external large data drive			400	0.09	95380.00	20.95	

career.ucsf.edu/R1-Startup-Budget

R1 Start-up funds: How are they structured?

	A	B	C	D	E
1		UNITS	UNIT COST	TOTAL COST	NOTES
2	COMPUTATIONAL EQUIPMENT			\$ 28,000	
3	Linux Workstation	3	\$ 2,000.00	\$ 6,000.00	One for me, two additional workstations for students
4	In-house HPC GPU Cluster with storage	1	\$ 21,000.00	\$ 21,000.00	2 GPU compute nodes, 12 TB RAID storage
5	NSF XSEDE High-performance computer time	0	\$ -	\$ -	I intend to apply for compute time through XSEDE, worth tens of thousands of dollars
6	Software	0	\$ -	\$ -	All software I use is freely available to academic institutions
7	Desk + chair	2	\$ 200.00	\$ 400.00	Computer stations for undergraduates
8	Backup system (per year)	2	\$ 150.00	\$ 300.00	Crashplan Family - \$150/year
9	Printer	1	\$ 300.00	\$ 300.00	
10					
11	EXPERIMENTAL EQUIPMENT			\$ 43,469	
12	Set of micropipettes	2	\$ 1,266.98	\$ 2,533.96	2, 10, 20, 200, 1000 µL pipettes
13	Multichannel pipette, 200µL	1	\$ 700.00	\$ 700.00	
14	EasyPet	1	\$ 320.00	\$ 320.00	
15	PCR Thermal cycler	1	\$ 4,000.00	\$ 4,000.00	

career.ucsf.edu/PUI-Startup-Budget

Part 2: Examples

a. Offer letters

Sample offer letter

Office of the Chairman

Date

Dear ____:

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.

Benefits. Your appointment comes with a variety of benefits that are described at [a 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 [gov't] 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).

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

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 \$150,000 for renovations/furnishings of lab and office. As a member of the department, you will have access to all departmental core facilities.

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

See additional letters at:

- career.ucsf.edu
- BWF.org

Links on Resources page

Sample offer letter: Salary

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.

Sample offer letter: Laboratory/Office Space

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 offer letter: Equipment/supplies

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.

Part 2: The negotiation *process*

- a. Practice asking for more money

The Scenario

- Tenure-track appointment. Most aspects are what you want (teaching, start-up package, start date, moving expenses).
- Salary seems ok, \$100,000. In line with what others got last year, but they did not negotiate.
- You decide to ask for \$110,000. The negotiation process is a detailed conversation about how you will succeed.

What makes you sound confident?

Here's a starter script

“Thank you so much. Most everything looks great. I want to talk about salary, along with X and Y.”

“I was expecting a higher salary: \$110K”

OR

“Given my experience, I would like to ask for \$110,000”

OR

“Given salary norms in the field (or at your institution), I would like to ask for \$110,000”

Yes, just 2-3 sentences. Then stop.

Let's practice asking (3 tries)

1. *Asker: Make your ask, in 1-2 sentences.*
2. Listener: Assess their performance.
3. *Asker: Adjust. Ask again.*
4. Together: Tweak the ask.
5. *Asker: Adjust. Ask again.*
6. Together: Celebrate! Positive Emoji!

Five minutes.

Then switch.

Five minutes for your partner.

Part 2: The negotiation *process*

- b. Step-by-step tour of the process

Step 1:

Receive the job offer; respond intelligently

- Express enthusiasm
- Ask for basics in writing/email
 - Your goal during Step 1 is to respond only after having time to prioritize your requests. You cannot prioritize effectively during this initial conversation!
 - Never tip your hand about individual items or overall offer during the initial offer conversation!
 - Do not commit to anything.
 - If it's clear that something important is missing, don't mention it yet.

Step 2:

Decide if you **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

Step 3: Re-evaluate and prioritize your negotiation requests.

- Make a prioritized 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
- If asked to provide a start-up lab budget, then *“the more detailed the budget, the more credible”*
 - Sometimes the budget may have been requested during the interview phase; sometimes budgets are only discussed broadly during interviews
- Outline and practice your opening statements

Step 4: Negotiate

- A. Start out with positive and enthusiastic comment**
- B. Provide an overview of your requests and ask about how to proceed – helps the chair to know what is coming**
- C. Make and defend your first request – this is not an adversarial conversation! The chair is your colleague not your PI.**
- D. Generally, the candidate controls the pace**
 - When at a stopping point, find out and agree on what happens next
 - As you close each item, express appreciation before moving on to the next item

Step 5:

Continue making requests and negotiating until finished.

- Review progress and commitments along the way, signal that you're pleased with progress
- Send follow-up email after each conversation reiterating your understanding of commitments
- Express enthusiasm and appreciation.
- Always ask for final agreement in writing.

Step 6: Decide!

Using multiple offers to your advantage

- **Be sincere; it's a small world**
- **Notify the other institution with the news of your competing offer then ask for what you want**
 - I was thrilled to receive a competitive offer for a faculty position at another university yesterday. While I was flattered by that offer, that offer expires a week before the decision date you announced for the position in your department. If a position in your department were to be offered, I believe many aspects of that offer would lead me to prefer coming to your department. Do you know if your process can be accelerated?
- **Convey information in a timely, transparent way**

Declining offers

- **Announce in a timely manner**
- **Keep the conversation or email polite but brief; express appreciation**
 - I regret to tell you that I don't feel this position can provide the ideal fit for me at this time...OR
 - I regret that I must withdraw from the recruitment process at your university as I have just accepted a position at another university...
 - ...I truly appreciate the time and effort that went into the recruitment process.

Questions?

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Resources

CZI Faculty Application Bootcamp (FAB@CZI) 2021