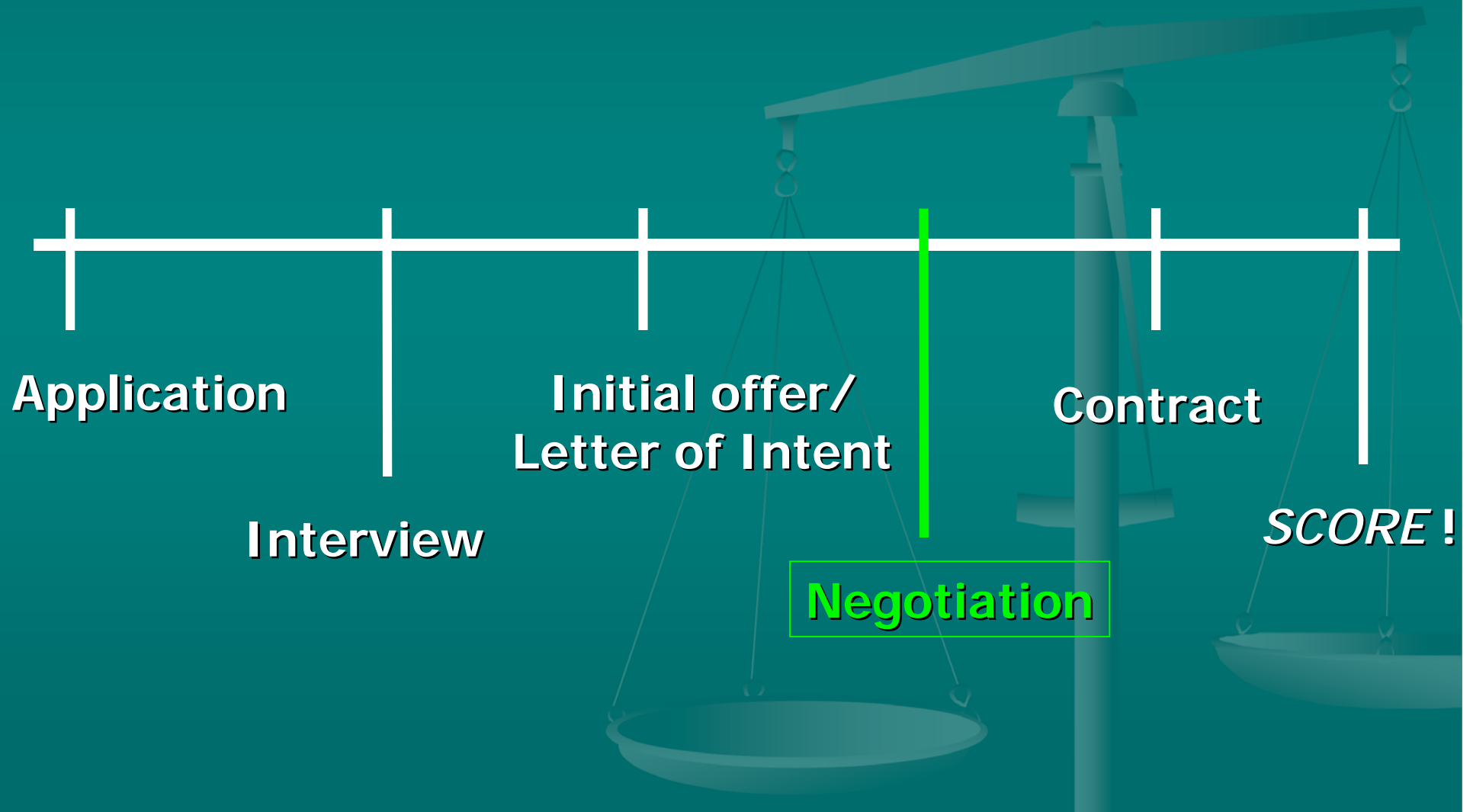


# Effective Negotiations

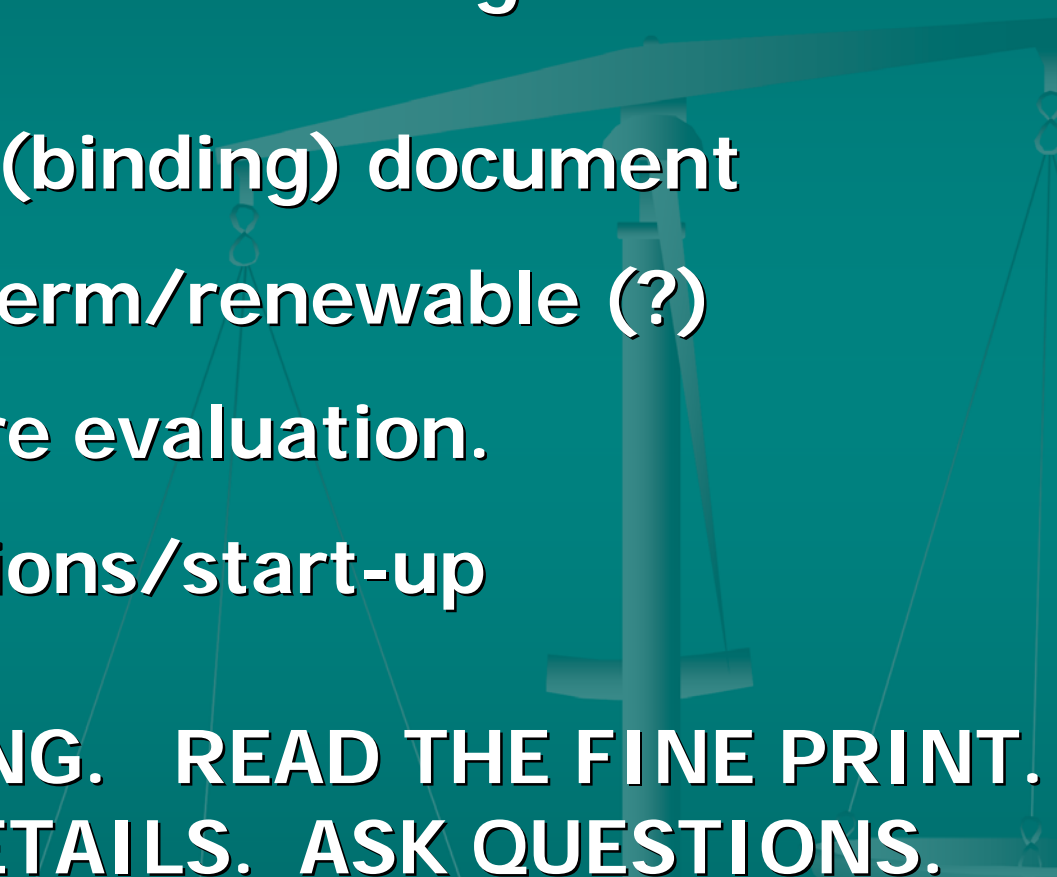
Elizabeth Canuel, Virginia Institute of Marine Science  
Jean Bahr, Univ. of Wisconsin - Madison



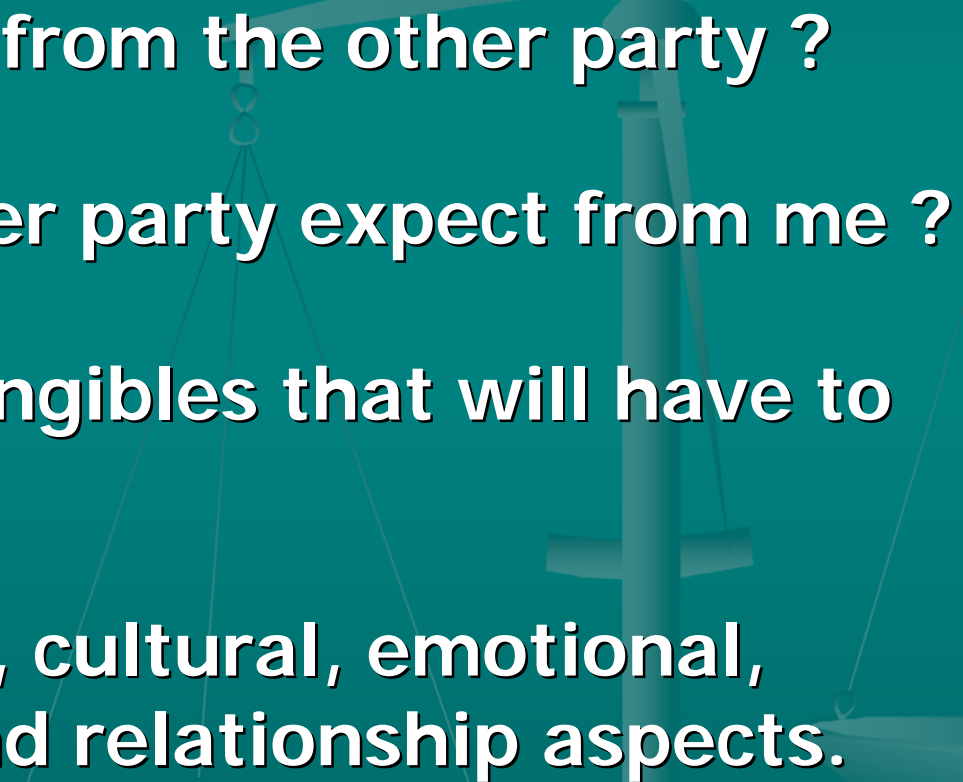
# Chronology of the Job Search



# Offer vs. Contract

- **OFFER/LETTER OF INTENT:** negotiable
  - **CONTRACT:** legal (binding) document
    - Starting date/term/renewable (?)
    - Timing of tenure evaluation.
    - Space/renovations/start-up
  - **GET IT IN WRITING. READ THE FINE PRINT. KNOW THE DETAILS. ASK QUESTIONS.**
- 

# Preparation: Expectations/Intangibles

- What do I expect from the other party ?
  - What will the other party expect from me ?
  - What are the intangibles that will have to be manage ?
  - Consider physical, cultural, emotional, intellectual and relationship aspects.
- 

# BATNA/Leverage

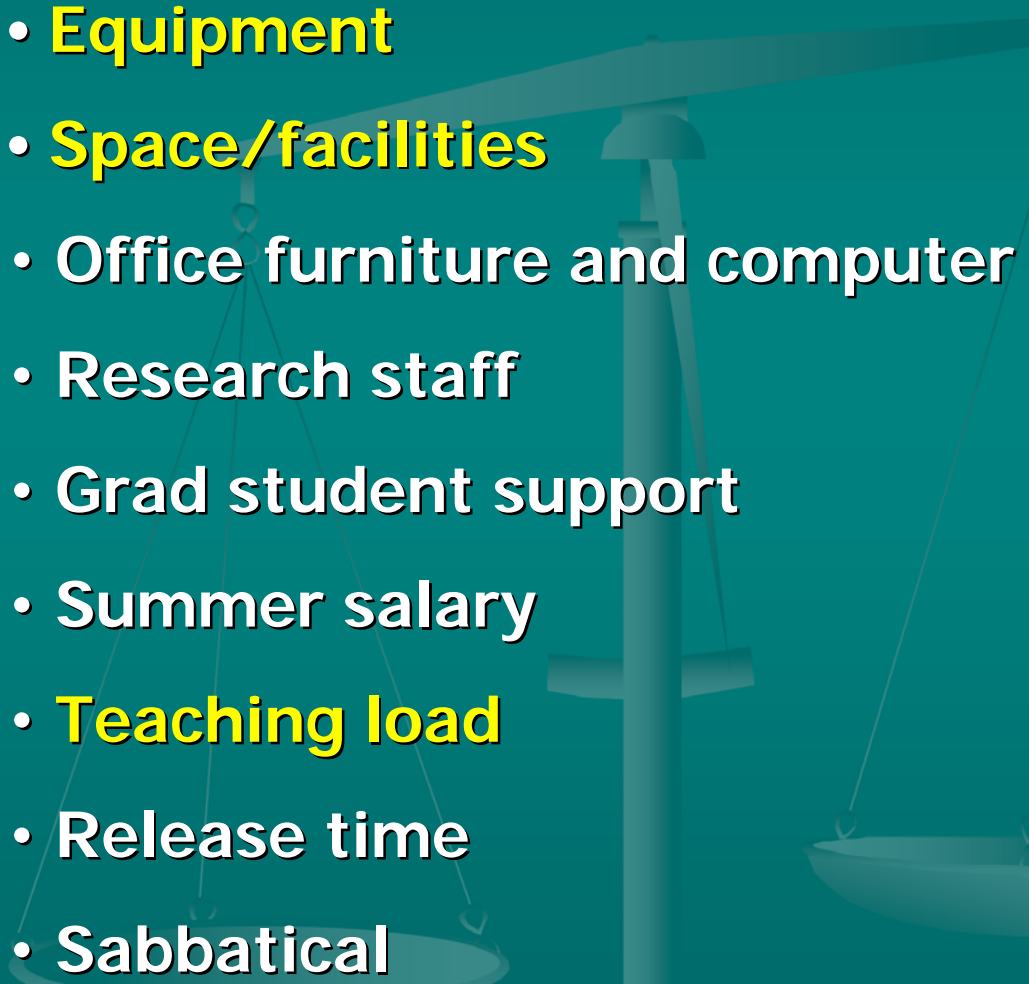
- BATNA: “Best Alternative to a Negotiated Agreement”
  - list and evaluate your alternatives
  - establish your best as your BATNA
- Have a “bottom line” but focus on goals
- List their alternatives - their BATNA
- LEVERAGE: positive, negative, normative
  - *Positive*: “I want or need”
  - *Negative*: threat - who has the most to lose?
  - *Normative*: consistency; norms

From: “Getting to Yes” by Fisher, Ury and Patton

# Negotiation Options: The Job Offer

- Title(s)
  - Units
  - Tenure Status
  - Starting date
  - Starting salary
  - Living expenses
  - Relocation costs
  - Benefits
  - Child care
  - Spousal opps.
  - Research support
  - Equipment
  - Space/facilities
  - Office furniture and computer
  - Research staff
  - Grad student support
  - Summer salary
  - Teaching load
  - Release time
  - Sabbatical
- 

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- 
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# Salary



- Initial salary is important because future salary increase are generally based on percent of base salary.

- ***Goal: Fair and competitive salary!***



- Considerations:

- Many departments/institutions face compression issues. Some universities have rigid structure. Equity issues.

- ***Salary range and structure at the institution; issues.***



- ***Know what a reasonable (fair) salary should be (BATNA).***





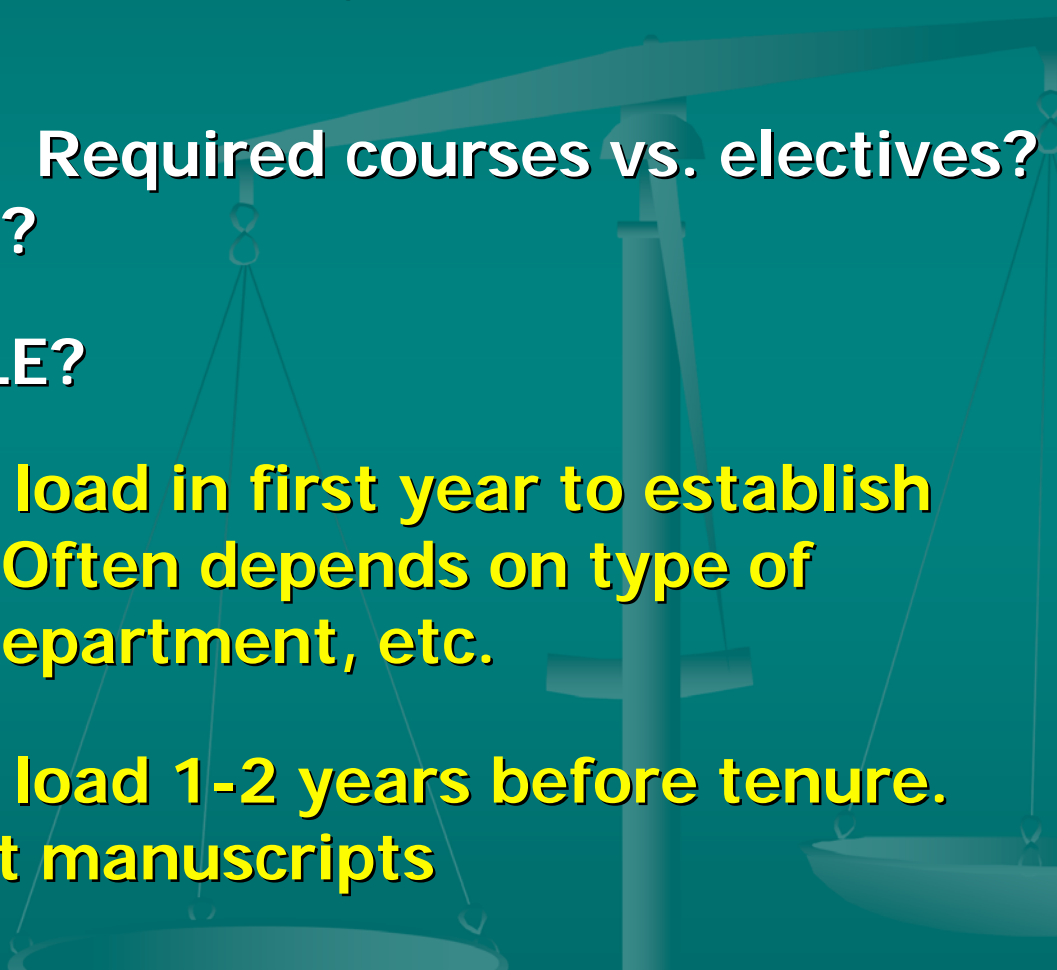
# Start-up

- Rationale: provide infrastructure so that faculty member can have successful/productive career.
- Includes equipment, supplies, personnel (e.g., technician/postdoc/student support), summer salary, travel.
- Generally negotiated when offer is made but may be discussed during interview.
- *Do your homework!!! Identify needs and costs.*
  - *Can have BIG impact on your success.*
- *Limitations to how funds are spent ?*
- *Timeframe over which funds must be spent ?*

# Space

- Space is often sensitive issue in departments. May be difficult to negotiate additional space at later time.
  - *Anticipate your needs.*
  - *Size (specify square footage)*
  - *Location (proximity to colleagues, students)*
- Renovations. Space may need to be renovated depending on room conditions and research needs.
  - *Renovation costs should be negotiated.*
  - *Will costs come out of start-up or other source?*

# Teaching Load

- Typical teaching load? Varies by institution and department.
  - What will you teach? Required courses vs. electives?  
Gaps in program?
  - WHAT IS NEGOTIABLE?
    - Reduced teaching load in first year to establish research program. Often depends on type of position, needs of department, etc.
    - Reduced teaching load 1-2 years before tenure. Provides time to get manuscripts written/published.
- 

# Other Negotiables

- Philosophy: *IT NEVER HURTS TO ASK.*
  - OTHER NEGOTIABLES:
    - Opportunities for partner/spouse
    - Childcare
    - Relocation expenses
    - Housing (locations with high cost-of-living)
    - Tuition for children (private institutions)
- 