

# Negotiating Your Startup

## *The process is a partnership*

- Most institutions expect you to negotiate
- Negotiate with the mission, resources, culture and needs of the institution in mind
- Everyone wants to see you succeed
- Everyone wants to get the best deal
- Wait until you have an offer to negotiate
- Take your time, the process can be lengthy
- Go through each iteration of an offer thoroughly
- Be patient even if this is your only offer



## *Factors affecting negotiations*

- Institution type: private vs. public; large vs. small
- Research-intensive vs. teaching intensive
- External and internal pressures on institution or a department
- Budget constraints/resources
- Peer benchmarking
- Your value to the institution
- The value of the position to you



"So, Smith, how do you feel negotiations are going?"

## *Negotiables of a Tenure-Track Assistant Professor Job Offer*

- Start date
- Salary
- Relocation reimbursement
- Lab start-up package
- People support
- Teaching and advising load
- Summer salary/teaching opportunities
- Conference travel/professional development
- Thesis/post-doc completion
- Dual career issues
- Maternity/family leave
- Decision date

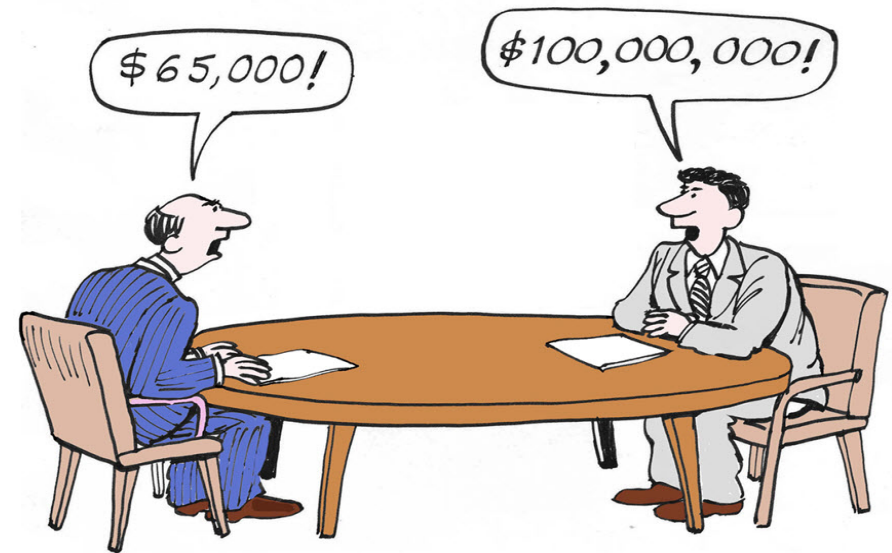
### **Generally Not-Negotiable:**

- General benefits (benefits, pensions, etc.)
- Performance, tenure & salary review
- Intellectual property



## *Terms of the Offer*

- Salary - amount of your base pay
- 9 months vs. 12 months; opportunities for summer salary?
- How long is your salary guaranteed?
- How your salary is funded (research grants, teaching, etc.)?
- Full-time tenure track?
- Length of the initial contract?
- What is tenure policy and criteria?



They were moving closer on salary.

## *Know exactly what you need*



**"He'll never win this negotiation.  
He's saddled with numbers ... but we have anecdotes."**

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- Identify key pieces of equipment/infrastructure you can't live without
- Make a detailed, prioritized and justifiable inventory
- Remember to include refurbishments to lab space, furniture, etc.
- You may want to negotiate funds to outsource some data collection even if you intend to eventually build your own lab
- If you are facing a tenure period, don't get caught up in an extensive set-up
- Don't forget about teaching!



## *People are a critical resource*

- shiny new equipment won't make a difference if you don't have anyone to use it
- PhD students and postdoc salaries can make up a substantial portion of your start-up fund
- You have to keep paying for people



*"They're harmless when they're alone, but get a bunch of them together with a research grant and watch out."*

## *Get everything in writing*



*“Just sign here - yes, in blood.”*

- can be more challenging than it sounds
- beware the phone offer - memory fades
- getting the details in writing is the only way to guarantee the offer
- e-mail the person who made a verbal offer to confirm what was discussed
- carefully check over the final written offer to make sure everything is there
- remember the personal details like parking, or covering a house-hunting visit, or moving expenses, or day care, or holiday time, or teaching requirements

# Negotiation Skills

## Know your audience

- Research the institution and know the people you are negotiating with (HoDs, Deans, Directors, etc)
- Try and get into the mindset of the Chair

## Be Positive

- Approach every step with enthusiasm
- If all goes well, you're going to be working with the people you're negotiating with for a long time

## Be unselfish

- Whenever possible ask for things that benefit others in the institution, department, etc.
- There is always competition for resources
- Try to suggest win-wins, e.g. share resources



*" All right, all right, Hershman, you can go attend the 'improve your negotiating skills' seminar. "*



## Negotiation Skills, continued

### Be sincere and honest

- Negotiating is not a battle over available funds
- Explain why you need everything you are asking for

### Stay grounded

- Be confident but don't have an ego
- Think objectively about what you do and don't need
- Be willing to give on some things and know what they



“Once they noticed your tail wagging, they stopped upping their offer.”

## *Negotiating for Partner Hires*

- A complex and significant request that requires a lot of work and negotiation among the department chair, dean's office, and other department chair
- Approach the request delicately and after offer has been made; exceptions to the timing - same department
- Institution's resources will be a consideration - consider limiting other requests

