

#GRADprofdev Workshop: FOCUS ON FACULTY NEGOTIATIONS

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sc.edu/gradschool



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FIRST, A REALLY IMPORTANT DISCLAIMER:

The information provided in today's workshop on faculty salary negotiations is intended to be instructive but general. Work with your mentors and trusted network of advisors to ensure your approach is consistent with your discipline and the institution type at which you are negotiating. Some of this information will apply regardless, but there are often nuances to consider when negotiating appropriately and competently for a fair salary and associated benefits. – **For today's workshop, as much information as possible will be tailored to careers in the humanities, which is in and of itself a diverse collective of opportunities.**



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#GRADprofdev Workshop: FOCUS ON FACULTY NEGOTIATIONS

- A Review of Basic Preparation Steps (AAUW Start Smart)
- **Know Yourself**
- **Gather Information**
- **Negotiate**
- **Assess Multiple Offers**
- Questions and Answers



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REVIEW OF BASIC PREPARATION STEPS (AAUW START SMART)



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4 STEPS TO SALARY NEGOTIATION

1. Know Your Value
2. Know Your Target Salary and Benefits
3. Know Your Strategy
4. Practice, Practice, Practice!

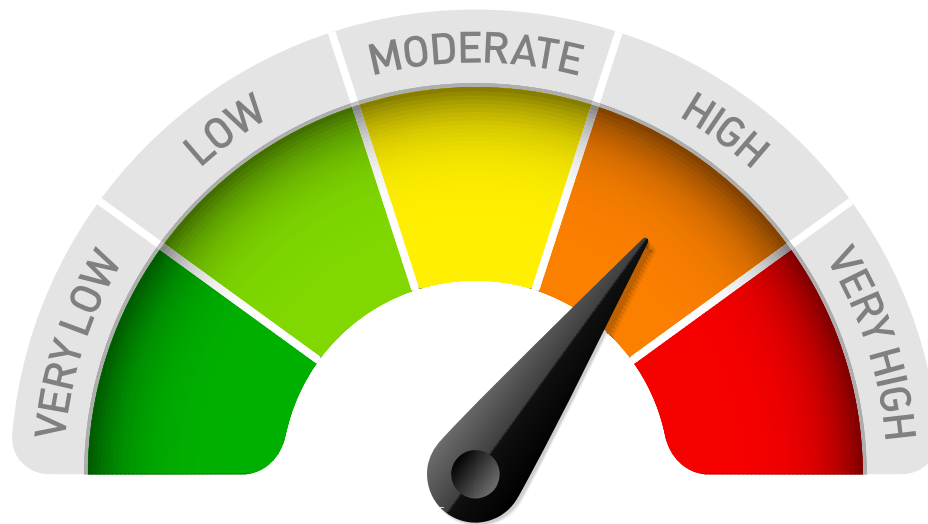


**YOU ARE
YOUR OWN
BRAND**

6 Steps to Benchmarking Your Salary and Benefits



1. Research and identify a comparable job title.
2. Find the salary range and establish your target salary.
3. Identify your target salary range.
4. Create a realistic budget.
5. Determine your resistance point.
6. Assess the value of benefits.



Establish a Target Salary Range

Start with your target salary and then stretch upward.

From AAUW Start Smart



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Create a Realistic Budget



From AAUW Start Smart



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Determine a
resistance point.

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Consider the Benefits

- Family and medical leave
- Flex time
- Health insurance
- Life and disability insurance
- Professional development
- Retirement investment plans
- Sick, personal, and parental leave
- Tuition reimbursement
- Vacation time
- Moving expenses
- Stock options
- Title change

From AAUW Start Smart



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Tips for Entering Your Negotiation

- Bring your notes into your negotiation.
- Remain positive and flexible.
- Negotiation isn't a battle; it's a conversation.
- Don't get personal.
- Anticipate your employer's reactions and responses.
- Remember, your employer has picked YOU. They want to make it work.



Can you please tell me your salary history?

What are your salary expectations?

I need to know what salary you want in order to make you an offer.



From AAUW Start Smart



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FACULTY SALARY NEGOTIATION



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Know Yourself



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KNOW YOURSELF

- **Take time to make sure you know yourself and what you want in a position.**
- *What is the best job for you?*
- *How well does the position align with what you need to be successful?*
- *How well does the position align with your interests, skills, and values?*
- *What do I need to be happy, productive, and get tenure?*
- *Can you work in this place?*



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SELF-ASSESSMENT AND REFLECTION

- Clifton Strengths (Strengths Finder)
- Myers-Briggs Type Indicator
- Big Five Personality Traits Model
- ImaginePhD (free):
 - Interests
 - Skills
 - Values



<https://www.imaginephd.com/>



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KNOW YOURSELF

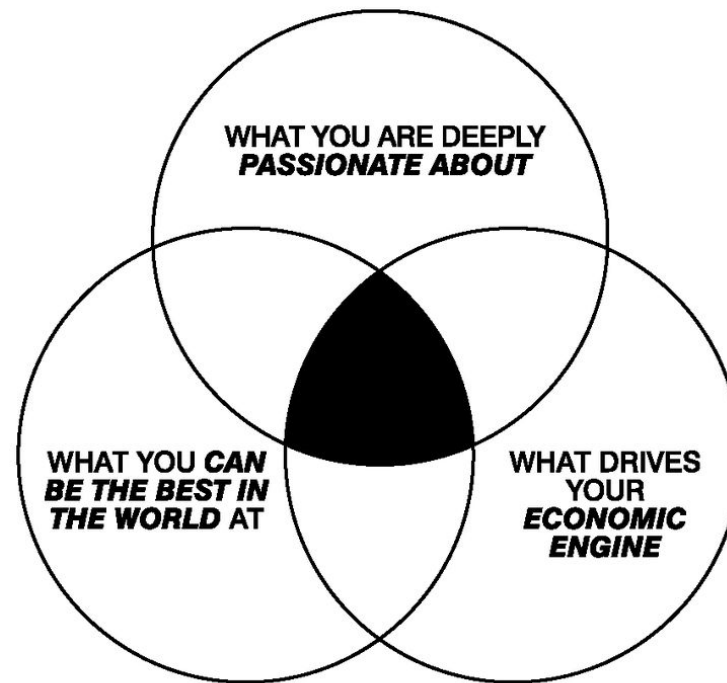
- Can you articulate your value?
- What are your career plans?
- What are your professional goals?
- Your ability to understand and articulate what is important to you will ease the negotiation process.
- Negotiation entails more than just settling on a salary.

- **It has to feel right.**



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THE HEDGEHOG CONCEPT



Copyright © 2002 Jim Collins. Originally published from the book *Good to Great: Why Some Companies Make the Leap... And Others Don't*

The Hedgehog Concept, Jim Collins
(<https://www.jimcollins.com/concepts/the-hedgehog-concept.html>)



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KNOW YOURSELF

- What is your long-term career goal?
- What is one goal you have in the next five years?
- What is one goal you have in the next year?
- What expertise and skills do you have that set you apart from other candidates?
- What are your strengths as an applicant?
- What are your weaknesses as an applicant?
- In what type of environment will you be most successful?



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Gather Information



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MARKET RESEARCH

- American Association of University Professors
- The Chronicle
- Inside Higher Ed
- Bureau of Labor Statistics
- Survey of Earned Doctorates
- Professional organizations
- Networking
 - e.g., Informational Interviews
- Mentors

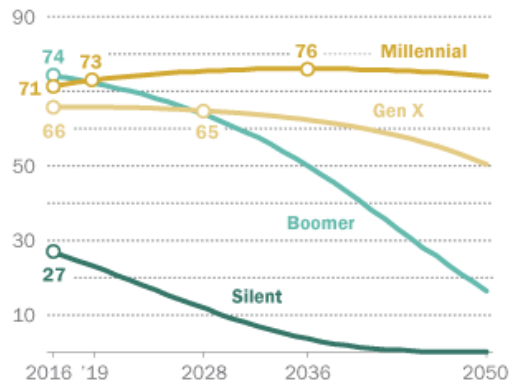
Do your homework to put yourself in the best position to negotiate successfully.



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Projected population by generation

In millions

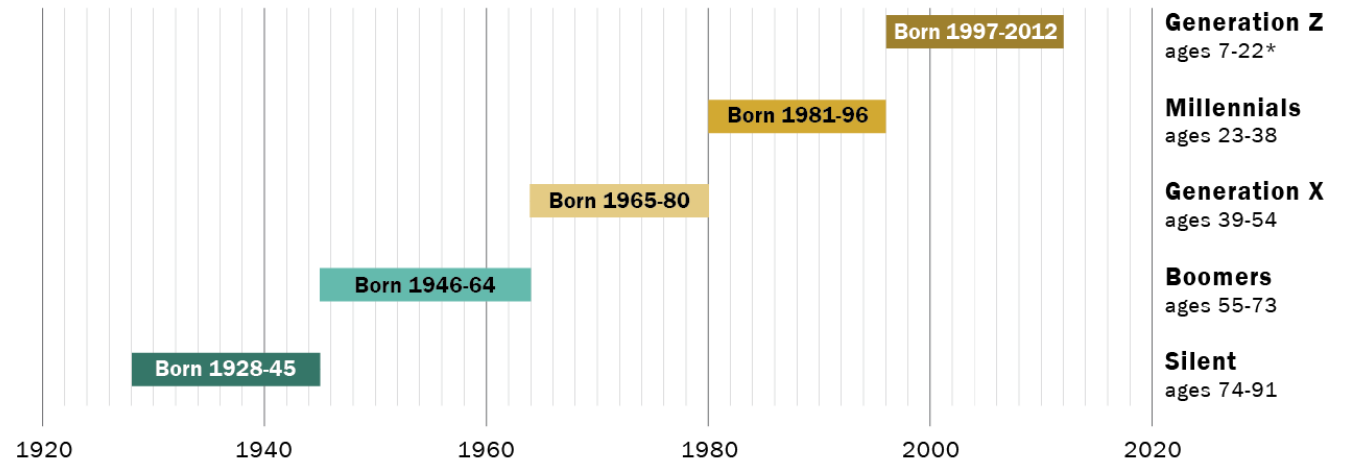


Note: Millennials refer to the population ages 20 to 35 as of 2016.

Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2016 population estimates.

PEW RESEARCH CENTER

The generations defined



GENERATION AGE
IN 2019

Generation Z
ages 7-22*

Millennials
ages 23-38

Generation X
ages 39-54

Boomers
ages 55-73

Silent
ages 74-91

*No chronological endpoint has been set for this group. For this analysis, Generation Z is defined as those ages 7 to 22 in 2019.

PEW RESEARCH CENTER

**Take time to understand the labor market in your field
– and influences nationally (and internationally).**

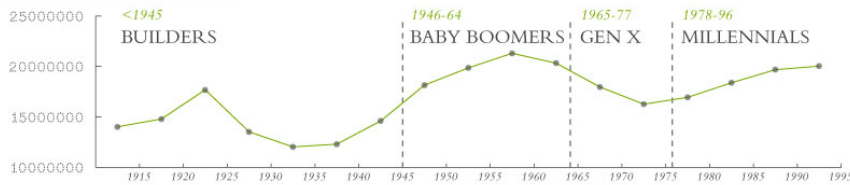
THE GENERATION GAP IN YOUR OFFICE

Over the next five years, we will witness an unprecedented generational shift in the workplace. The aging Baby Boomers will begin to retire and the maturing Millennials will take over as the majority group.



70 Million people in the US belong to the **Millennial Generation**

NUMBER OF BIRTHS BY YEAR

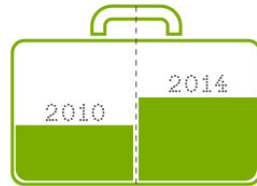
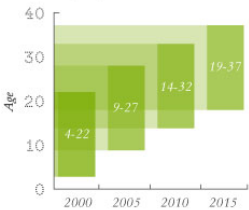


BREAKDOWN OF MILLENNIAL AGES OVER TIME

By the year 2015, the youngest Millennials will finally be of working age, and the oldest will just be entering the prime of their careers.

CURRENT AGE OF WORKFORCE

Though the Millennials have had their career advancement delayed with Boomers working longer, this promotion will happen quickly as the older generation retire en masse.



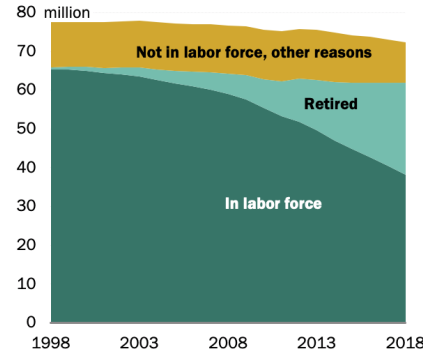
Millennials currently compose roughly **35%** of the US workforce, and are projected to be **47%** of the US workforce by 2014.

Due to rapid baby boomer retirement, Millennials will be given high levels of responsibility earlier in their careers than previous generations

-Managing the Millennials

The U.S. labor force is declining by about 5,900 Boomers daily on average

Labor force status of Baby Boomers, in millions

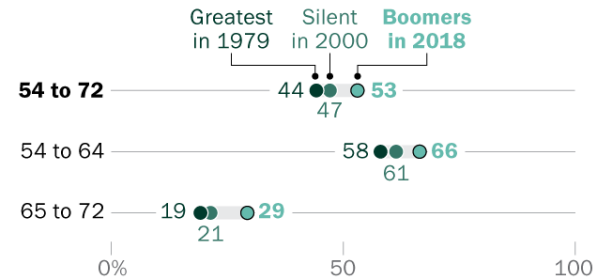


Note: Annual averages are shown. The labor force consists of those working or looking for work. Baby Boomers are U.S. adults born between 1946 and 1964.
Source: Pew Research Center analysis of 1998-2018 Current Population Survey basic monthly files (IPUMS).

PEW RESEARCH CENTER

Baby Boomers are participating in the labor force more than prior generations

% of generation in U.S. labor force when they were in each age range



Note: Annual averages are shown. The labor force consists of people working or looking for work.

Source: Pew Research Center analysis of 1979, 2000 and 2018 Current Population Survey basic monthly files (IPUMS).

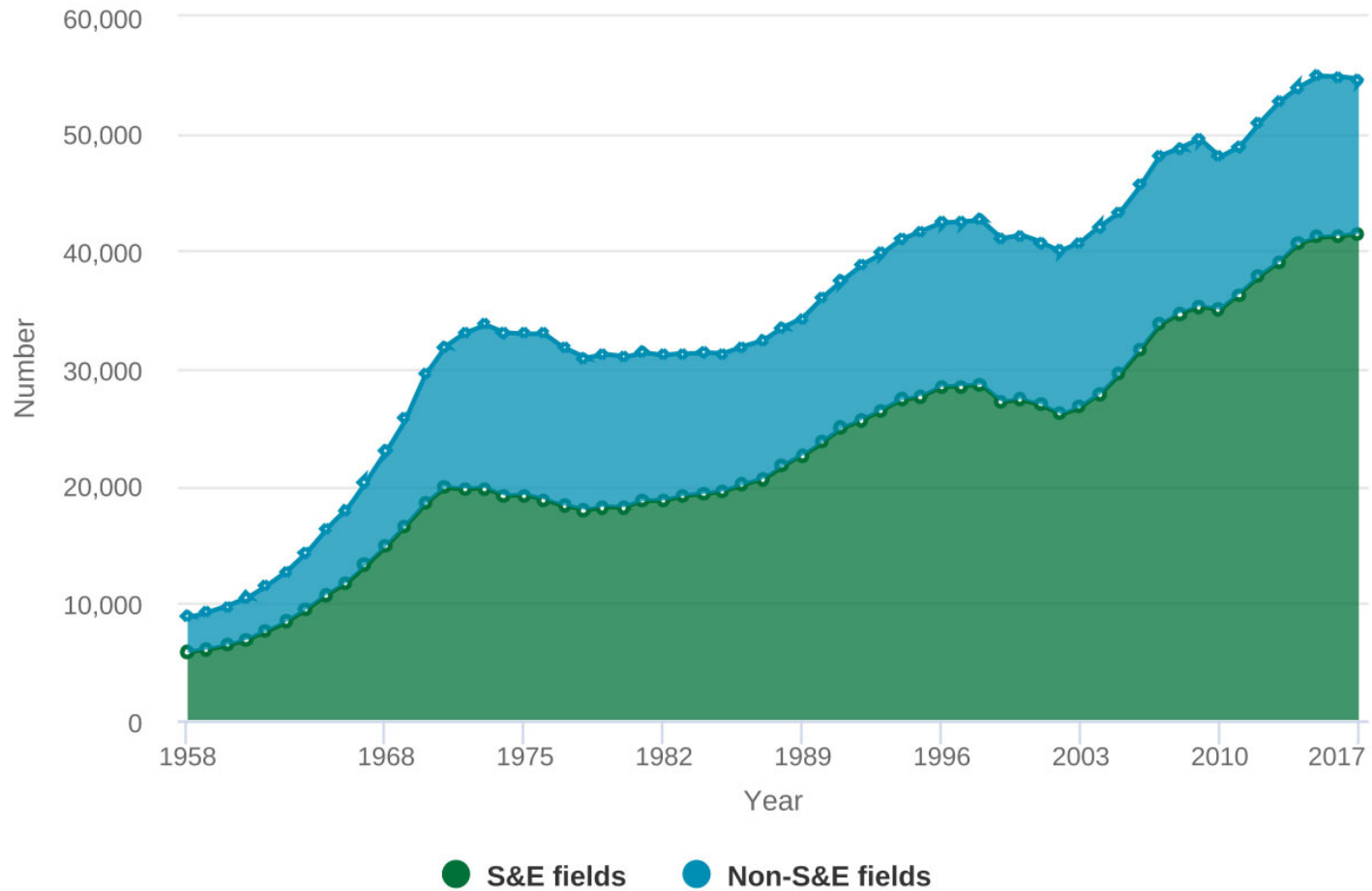
PEW RESEARCH CENTER

Take time to understand the labor market in your field – and influences nationally (and internationally).

National Center for Science and Engineering Statistics | NSF 19-301

FIGURE 1-A

Doctorates awarded by U.S. colleges and universities: 1958–2017



<https://nces.nsf.gov/pubs/nsf19301/report>

FIGURE 4-C

Definite commitments for academic employment in the United States, by broad field of study: 1998–2017

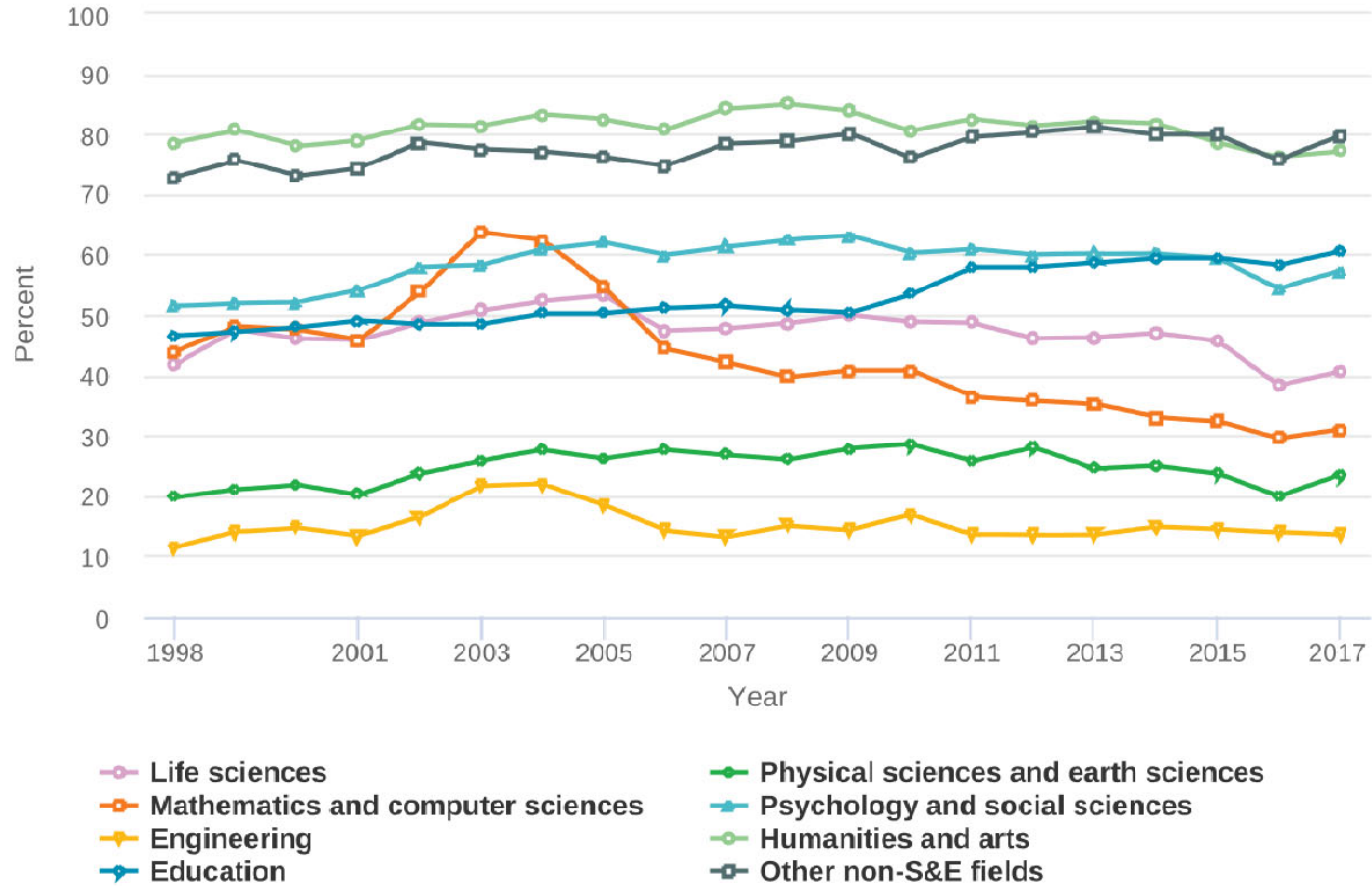
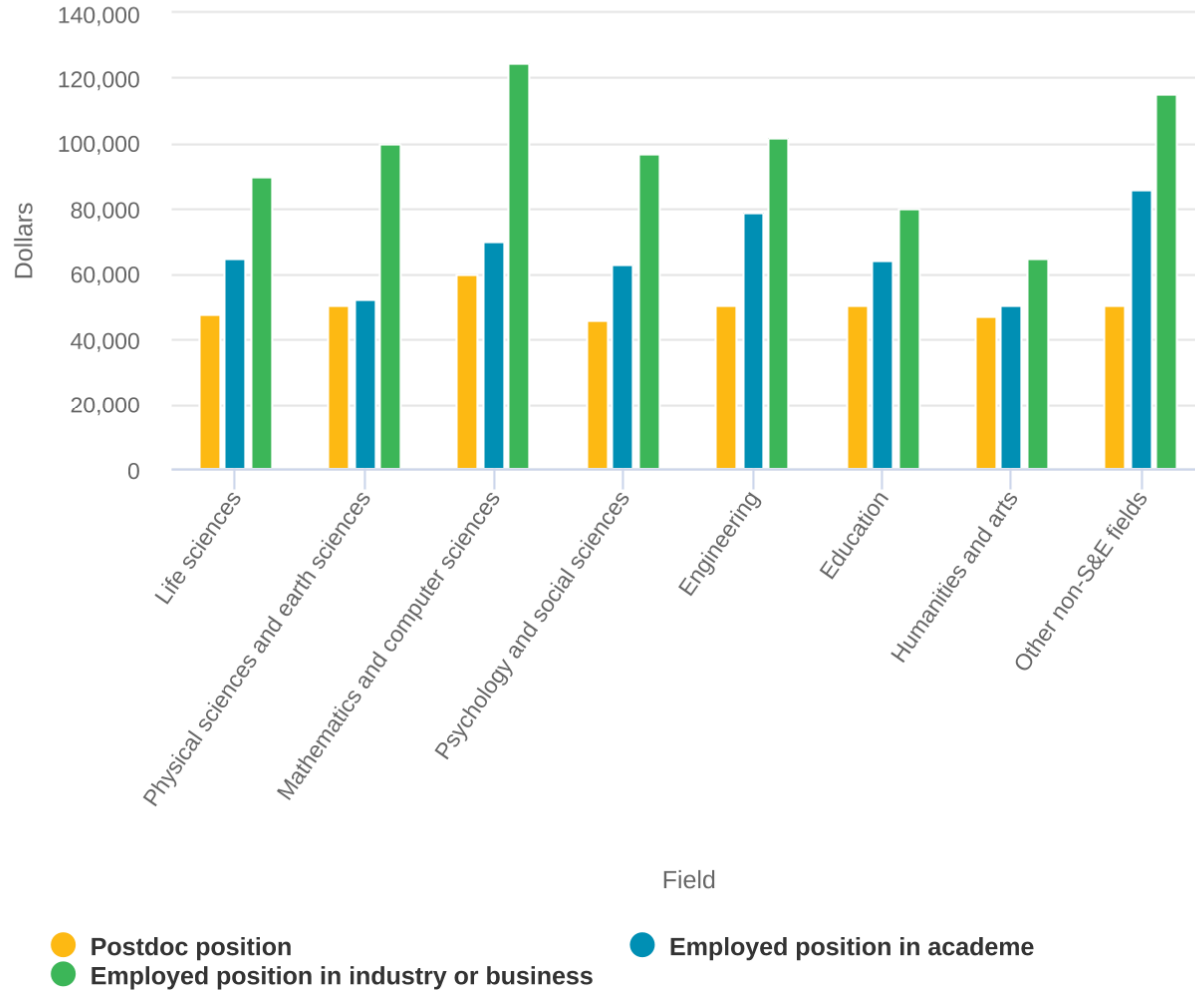


FIGURE 4-E

Median basic annual salary of U.S. doctorate recipients with definite commitments for employment in the United States, by position type and broad field of study: 2017



FACULTY CAREERS

- Decrease in tenure-track faculty positions
- Increase in number of PhDs
- Public disinvestment in higher education
- Increase in demand for teaching due to undergraduate enrollment
- Increase in “cheaper labor” (e.g., adjunct positions, instructor positions)

See also: The Chronicle (<https://www.chronicle.com/article/How-a-Famous-Academic/244458>)



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MARKET RESEARCH

- **Trends in your discipline:**

- Survey of Earned Doctorates <https://nces.nsf.gov/pubs/nsf19301/data>
- Professional organizations
- Mentors

- **Benchmarking faculty salaries:**

- The Chronicle <https://data.chronicle.com/>
- Other salary databases

- **Beyond salaries:**

- Importance of mentors and network of trusted advisors



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TRENDS IN YOUR DISCIPLINE

TABLE 49

Median expected basic annual salary for doctorate recipients with definite postgraduation plans for employment in the United States, by field of study and employment sector: 2017

(Dollars)

Field of study	Academe	Industry or business ^a	Government	Nonprofit organization	Other or unknown ^b
All fields	63,000	100,000	80,800	79,000	70,000
Science and engineering	65,000	101,000	82,500	85,000	64,000
Life sciences	65,000	90,000	72,000	83,000	60,000
Agricultural sciences and natural resources	65,000	83,250	64,500	70,500	90,000
Biological and biomedical sciences	57,750	90,000	71,000	68,000	49,000
Health sciences	70,000	100,000	84,000	95,535	62,000
Physical sciences and earth sciences	52,000	100,000	71,600	85,000	48,025
Chemistry	50,000	93,000	65,333	75,000	50,000
Geosciences, atmospheric sciences, and ocean sciences	60,000	84,500	70,000	77,500	47,500
Physics and astronomy	54,500	105,000	92,500	110,000	46,000
Mathematics and computer sciences	70,000	125,000	101,000	120,000	65,500
Psychology and social sciences	63,000	97,000	77,500	75,000	65,000
Psychology	60,000	80,000	68,000	68,000	64,000
Economics	89,000	125,000	100,718	110,000	111,000
Social sciences ^c	60,000	90,000	80,000	72,000	67,000
Engineering	79,000	102,000	94,500	100,000	85,000
Non-science and engineering	62,000	85,000	79,000	65,000	70,000
Education	64,000	80,000	79,000	75,000	75,000
Humanities and arts	50,000	65,000	67,000	50,000	53,750
Business management and administration	120,000	125,000	100,000	115,000	72,000
Other non-S&E fields ^d	62,000	85,000	88,000	78,500	81,000

All fields: \$63,000

**Academic
employment:
\$50,000-120,000**

**Highest: Business
management and
administration**

**Lowest:
Humanities and arts**

Survey of Earned Doctorates

<https://nces.nsf.gov/pubs/nsf19301/data>



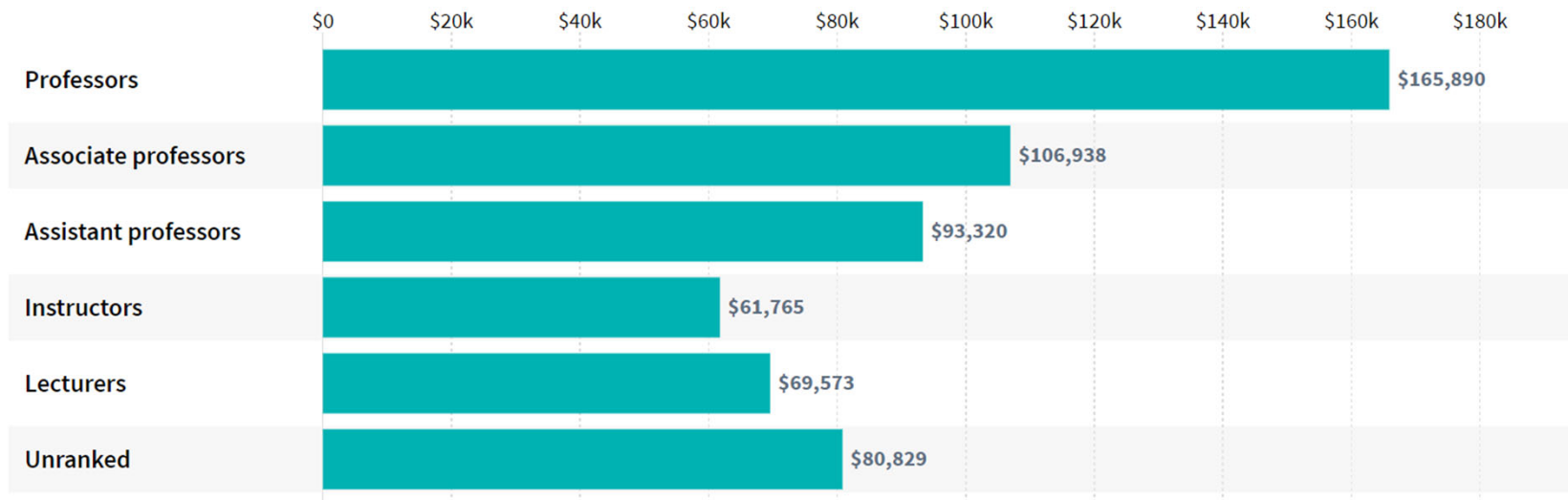
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BENCHMARKING FACULTY SALARIES

Average salaries by rank

Carnegie, Research (Highest)

Year 2017-18 academic year Gender All Men Women



Faculty Salary Data, The Chronicle: <https://data.chronicle.com/>



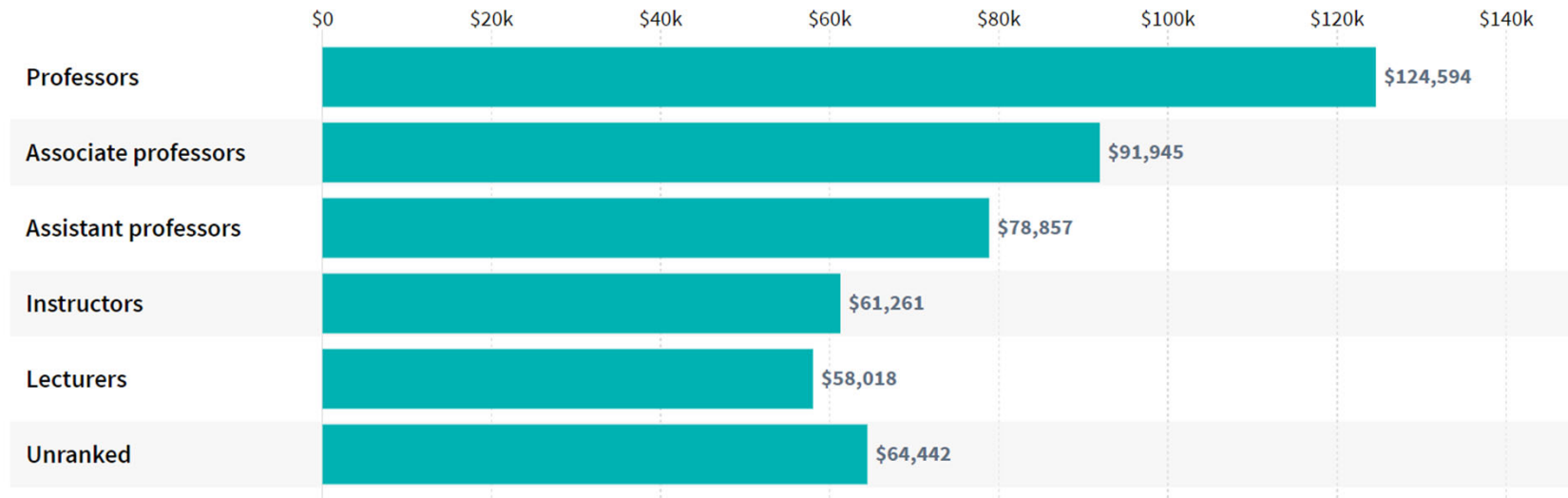
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Average salaries by rank

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Faculty Salary Data, The Chronicle: <https://data.chronicle.com/>



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BENCHMARKING FACULTY SALARIES

Faculty salaries by rank

University of South Carolina-Columbia, 2017-2018

Gender All Men Women Adjust for inflation

Display

Professors

Associate professors

Assistant professors

Instructors

Lecturers

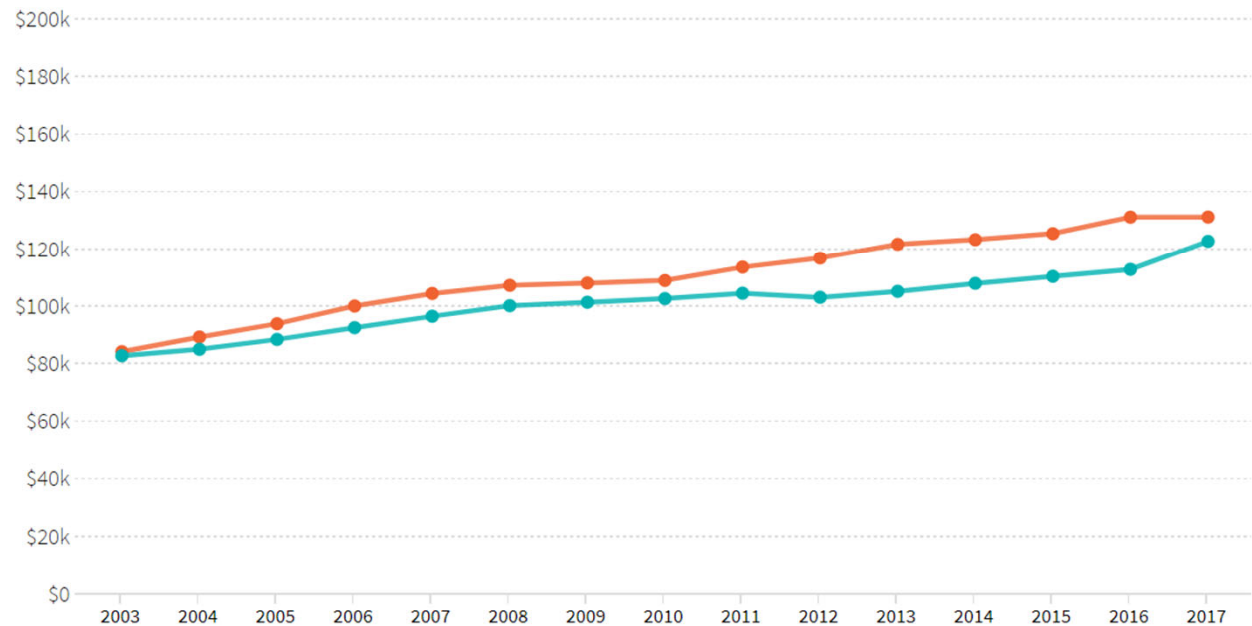
Unranked

Compare with

4-year public

South Carolina

Research (highest)



Faculty Salary Data, The Chronicle: <https://data.chronicle.com/>



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BENCHMARKING FACULTY SALARIES

Faculty salaries by rank

University of South Carolina-Columbia, 2017-2018

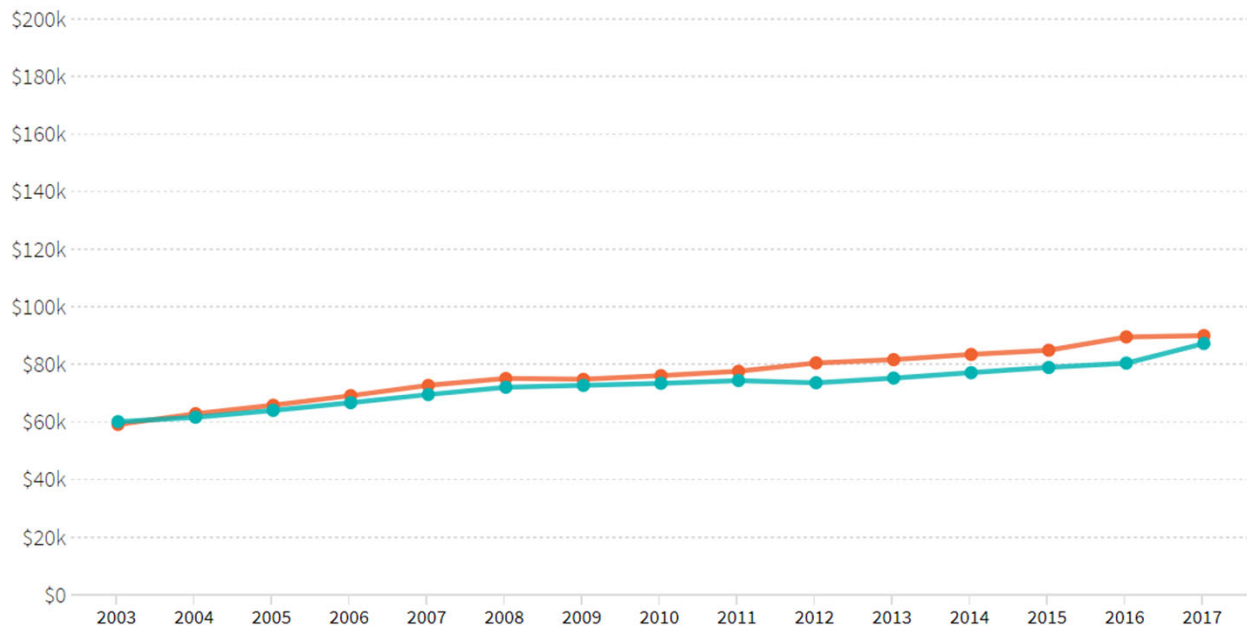
Gender All Men Women Adjust for inflation

Display

- Professors
- Associate professors
- Assistant professors
- Instructors
- Lecturers
- Unranked

Compare with

- 4-year public
- South Carolina
- Research (highest)



Faculty Salary Data, The Chronicle: <https://data.chronicle.com/>



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BENCHMARKING FACULTY SALARIES

Faculty salaries by rank

University of South Carolina-Columbia, 2017-2018

Gender All Men Women Adjust for inflation

Display

Professors

Associate professors

Assistant professors

Instructors

Lecturers

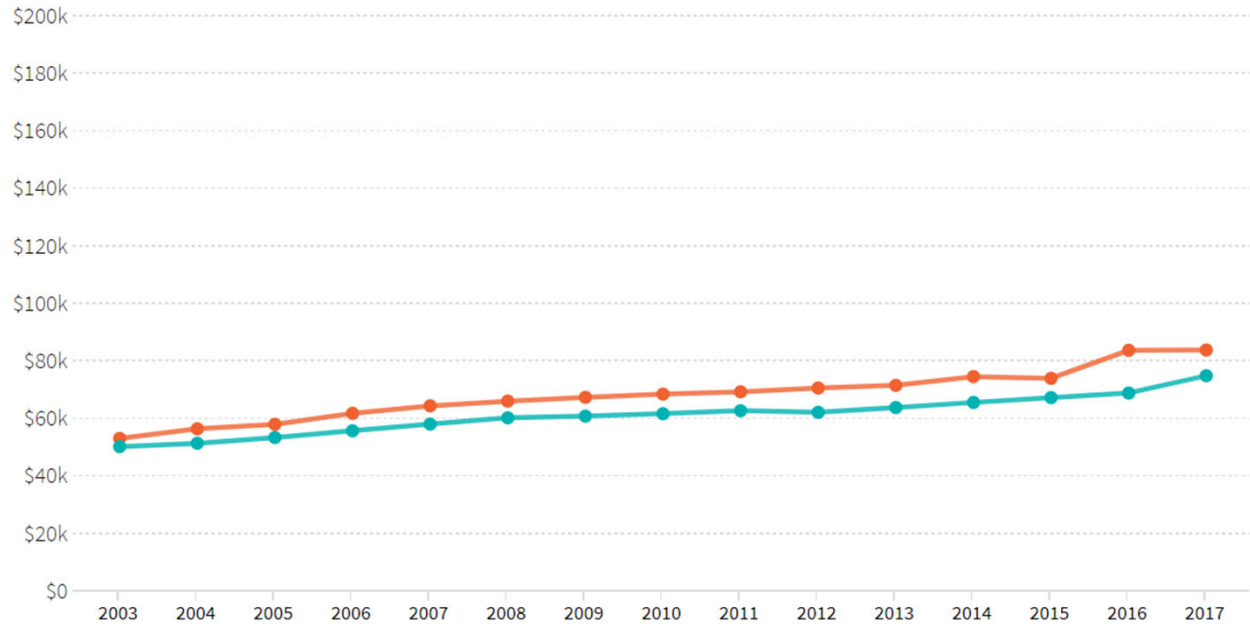
Unranked

Compare with

4-year public

South Carolina

Research (highest)



Faculty Salary Data, The Chronicle: <https://data.chronicle.com/>



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BENCHMARKING FACULTY SALARIES

- South Carolina State Salaries Query
University of South Carolina
 - Professor: \$58,541-\$405,368
 - Associate Professor: \$52,590-\$239,000
 - Assistant Professor: \$50,000 (lowest included in database)-\$214,000
- Other state and public institutions generally have a requirement to post salaries

[South Carolina State Salaries Query](https://www.admin.sc.gov/transparency/state-salaries)
<https://www.admin.sc.gov/transparency/state-salaries>



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BEYOND SALARIES

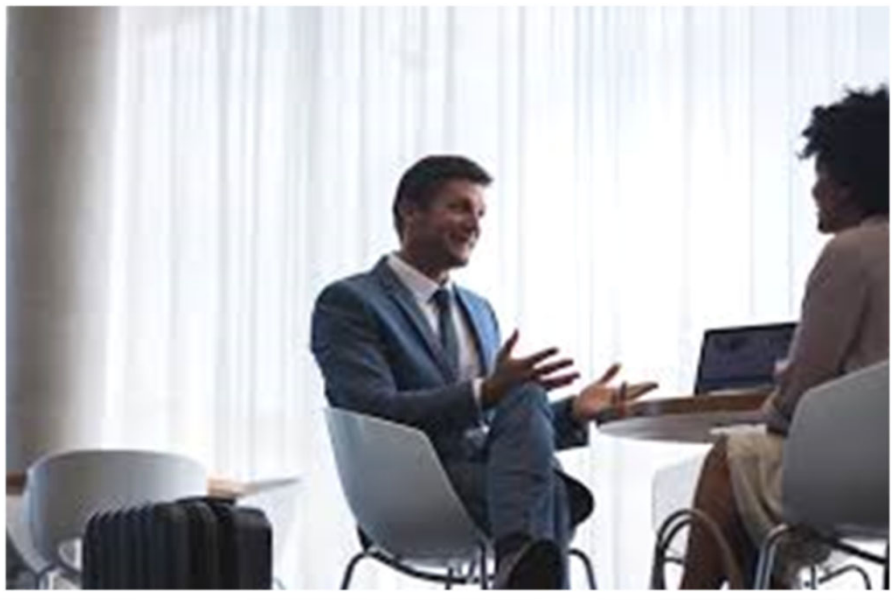


- Gather information on standard components of a faculty package
- <https://public-health.tamu.edu/academic-affairs/pnp/faculty-contents/standard-faculty-provisions-.html>
- <http://blogs.nature.com/naturejobs/2015/11/16/the-faculty-series-top-10-tips-on-negotiating-start-up-packages/>



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BEYOND SALARIES



- Talk with mentors and your network of trusted advisors to know what is important to request in your discipline and for the type of institution in which you are interested
- <https://www.insidehighered.com/advice/2012/09/05/essay-what-new-faculty-members-need-know-about-salaries>



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GATHER INFORMATION

- What do you already know that is important to negotiating a faculty salary and package?
- What type of information will you need to negotiate a faculty salary?
- How can you get the information you need?
- What resources will you consult?
- With whom will you want to talk to get more information?



3

Negotiate



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KEEP IN MIND

- Don't panic
- Don't accept the first offer right away
- Make sure you have the offer in writing – and if it is verbal, ask for it in writing before responding
- Rely on your market research – especially in terms of the institution type
- Use your network of mentors and advisors to help interpret offers and develop counter offers
- You don't have to justify your request for more – just ask

<https://chroniclevitae.com/news/400-the-professor-is-in-ok-let-s-talk-about-negotiating-salary>



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EIGHT STEPS FOR NEGOTIATING YOUR SALARY

- Determine your walk-away number (resistance point).
- Anchor up, not down (know your target range).
- Add two percent (**at least** – and maybe 10%; know the market and your value).
- Use exact numbers, not ranges (have an idea of what you want and need).
- Come armed with data (refer to the information you have gathered).
- Know when to ask (take your time – and get it in writing).
- Don't be ashamed; be confident.

<https://www.higheredjobs.com/articles/articleDisplay.cfm?ID=700>



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WHAT TO ASK FOR

- Salary
- Startup funds
- A first-year teaching release
- A guaranteed sabbatical
- A computer, printer, and software
- Equipment
- Conference travel
- Professional development
- Moving expenses
- Summer salary
- PhD student support (if R1)
- Rank (if this is a next position)
- Spousal hire (if applicable)

<https://chroniclevitae.com/news/400-the-professor-is-in-ok-let-s-talk-about-negotiating-salary>



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WHAT TO ASK FOR

- Salary
- Startup funds
- A first-year teaching assistant
- A guaranteed salary
- A computer, printer, and software
- Equipment
- Conference travel
- Professional development
- Travel expenses
- Health insurance
- Student support (if R1)
- Housing (if this is a next position)
- Spousal hire (if applicable)

Know the tenure and promotion expectations – and what you will need to be successful.

<https://chroniclevitae.com/news/400-the-professor-is-in-ok-let-s-talk-about-negotiating-salary>



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NEGOTIATION

- Remember: Don't accept immediately
- Do this in writing as much as possible
- If you talk over the phone, follow up with an email of your understanding and ask for conformation
- You always have room to negotiate – ask for what you need to be successful and based on your market research and other information you have gathered



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SCENARIO

- Congratulations! You have been offered a tenure-track position at a research institution.
- Here is your offer (sent by email):
 - \$70,000 over nine months
 - First semester teaching release
 - Startup package of \$25,000
- **What will you do next?**



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4

Assess Multiple Offers



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MULTIPLE OFFERS

- Luxury... and source of considerable tension
- Usually come at different times
- Candor is your best ally – be forthcoming about your situation (details are not needed)
- Ask for extensions – only if you are seriously considering the offer
- Notify institution immediately if you are no longer interested
- **How to choose? (refer to Know Yourself)**



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FACULTY SALARY NEGOTIATION RESOURCES



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FACULTY SALARY NEGOTIATION RESOURCES

- UofSC Career Center Salary Negotiation
https://sc.edu/about/offices_and_divisions/career_center/documents/staff_salarynegotiation.pdf
- AAUP Faculty Salary Report <https://www.aaup.org/2018-19-faculty-compensation-survey-results>
- Yes, You Should Negotiate
<https://www.insidehighered.com/advice/2019/03/13/how-and-why-negotiate-starting-salary-opinion>
- The Ins and Outs of Negotiation in Academia
<https://chroniclevitae.com/news/1360-your-guide-to-the-ins-and-outs-of-negotiating-in-academia>



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FACULTY SALARY NEGOTIATION RESOURCES

- Ok, Let's Talk About Negotiating Salary
<https://chroniclevitae.com/news/400-the-professor-is-in-ok-let-s-talk-about-negotiating-salary>
- Start Your Salary Negotiating Process Before You Start Your Job Search
<https://www.higheredjobs.com/Articles/articleDisplay.cfm?ID=1097&Title=Start%20Your%20Salary%20Negotiating%20Process%20Before%20You%20Start%20Your%20Job%20Search>
- How Savvy PhDs Negotiate Salary Contracts Higher
<https://cheekyscientist.com/negotiate-salary/>



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#GRADprofdev RESOURCES



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NATIONAL CENTER FOR FACULTY DEVELOPMENT AND DIVERSITY

- UofSC has an institutional membership to the National Center for Faculty Development and Diversity
- Includes resources for graduate students, post-doctoral fellows, and faculty, webinars to enhance professional development, and more
- Eligible to join with a UofSC email address
- Access at: <https://www.facultydiversity.org/join>

https://sc.edu/about/offices_and_divisions/provost/about/news/2017/ncfdd-membership-renewed.php



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NATIONAL POSTDOCTORAL ASSOCIATION

- UofSC has a membership to the National Postdoctoral Association
- Open to graduate students, post-doctoral fellows, and faculty and includes relevant resources
- Eligible to join with a UofSC email address
- Access at:
https://www.nationalpostdoc.org/general/register_member_type.asp/



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CORNELL PRODUCTIVE WRITER LISTSERV

- Sponsored by the Cornell Graduate School
- Productive Writer listserv is designed for graduate students who are writing their proposal, thesis, dissertation, fellowship applications, or other manuscripts.
- Subscribers receive email messages every other week with writing tips, strategies and encouragement to help you start, persist (and endure), and complete your academic writing projects.
- Access at: <https://gradschool.cornell.edu/policies/writing-support/>



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QUESTIONS?

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