Academic Negotiation

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Agenda

• Introductions
• Negotiating examples
• Why and how to negotiate
• Negotiating styles
• Activities
Sue Fitzgerald in One Slide

Intro #1: The Technical Me
- BS in Computer Science in 1977, MS in Computer Engineering in 1984, PhD in 1996
- Software development, 10 years
- St. Edward’s University, Rockhurst College, 9 years
- Metropolitan State University, 1996 - now
- Research: CS Education
- Department chair, Dir. of Faculty Development, NSF program officer, SIGCSE Board Officer

Intro #2: Non-Technical Me
- Married 41 years
- Certified yoga teacher
- Recent travel – Italy, Thailand, Rainy Lake
Kathryn S McKinley

Research

Mentors

Congressional Testimony

Family
Negotiation

Involves 2 or more parties

One with resources and priorities
One with need of resources and filling a need
Find win-win for all parties

Compensation, resources, work logistics, work assignments
Negotiation Successes & Failures

Kathryn
Success: Start up packages at UMass & UT
Failure: Level at Microsoft ... cascaded

Sue
Everything is a negotiation
Negotiation through career stages

**Early Career – mostly asking**
- Single issue negotiations
- Starting salary
- Start up funding and lab space
- Equipment (initial & replacement)
- Staff support
- Release time
- Tenure clock
- Teaching load (initial, typical)
- Travel support
- Research collaborations

**Mid Career – asking & being asked**
- Integrative multi-issue negotiations
- Raises
- Teaching/project assignments
- Service
- Support and resources for department
  - Staffing, space, etc.
- Professional development
- Research support
  - Matching funds, Indirect rate, Release time
- Research collaborations

Exception – time asks!
Some facts about women & negotiation

*Not asking can lead to...*
- Lower starting salary (life-long impact)
- Lower raises, more time between promotions
- Accumulation of disadvantage
- Misperception of performance
- Festering upset because your performance is not recognized

*When people ask you for things...*
- They start out higher, make tough first offers, press harder for concessions, resist conceding
- They make the negotiation hard for you!
Some facts about women & negotiation

Differences between men and women

Men negotiate and initiate negotiation much more often and about more things
Women are satisfied with less, and ask for less
Women tend not to use “market power,” focus on personal need
Men leverage acquaintances, women need stronger ties
Men see competition, women see collaboration and mutual benefit
Men don’t wait, they ask

Women more likely to think circumstances cannot be changed, outside forces are in control
Men think they exercise control over circumstances
Women presume meritocracy, and wait for recognition
Men compare themselves to men, women compare to women
Women feel more anxiety about negotiating, especially for themselves!
Keep in Mind It is Okay to ...

Let people know what you want
Learn to recognize opportunities for negotiation
Reframe the interaction, influence the other person
Become a more effective negotiator
Determine what you are worth (make better comparisons)

Have non-negotiables
Challenge the status quo
Practice the ask
Practice in low-risk situations (credit card companies, car dealers, etc.)
Ask for yourself, not just others!
Survive the “no”
Be an equitable manager
When You Have the Resource

Getting to win-win

Hearing the real issue, not just the ask

What is flexible, change the timing, etc.

Decision framework for resource

  fair, most needy, best long term investment

Saying no
Keep in Mind It Helps to Have ...

Data
Allies
Sponsors / advocates
Mentors
Good targets (ask for more, get more)
A mantra and patience
Data
Negotiation Styles

Accommodating
Avoiding
Collaborating
Competing
Compromising
The Gender Stereotypes (Baggage)

Likeability

Being ‘nice’

Okay to be competent, but also should be friendly, cooperative, confident, considerate, non-confrontational
Some Resources

*Women Don’t Ask* – Babcock and Laschever

*The Shadow Negotiation* – Kolb & Williams

*Getting to Yes* – Fisher & Ury

*Lean Out: The Dangers For Women Who Negotiate*
Questions?
EXERCISES – NEGOTIATION IN PRACTICE!
Exercise Format

Preparation (2-5 min)
Choose roles
Requester
• What should you ask for? What is your dream? What do you need? What you can settle for?
• How will you ask? What are your talking points? How might you react if your supervisor says no?
Resource holder
• What resources do you have? How can you allocate reallocate them?
• What is your decision making framework? Don’t just say yes!

Role play (5 min)

Debrief in small groups (2-5 min)
What is your primary negotiation style?
What worked? What did not work?

Report out
Scenario #1: The Dean Calls…

2 actor roles

Dean
CS department chair
Observer(s)

Specifics: The dean wants to discuss with the department chair about resource issues in the department. In particular, because of CS’s skyrocketing enrollments, you as department chair have asked for more space and FTE slots for hiring. The dean is in a bind and cannot easily give you these resources…
Scenario #2: A New Center

3 actor roles

Department chair
Professor/researcher trying to launch a new research center
Professor/researcher with established research center
Observer(s)

Specifics: One professor is negotiating with a chair for departmental support to start a new initiative. For example, you are a finalist for a big research grant and to make the grant successful, you feel you deserve better space and university support. The second professor has an established research center. Space is limited. The second professor wants to expand his/her space.
Questions?
Scenario #1: Remote negotiation

Break into groups of 3-4.
- 1 of you plays the role of department chair
- 1 of you plays the role of prospective faculty member considering a job offer.

The rest of the group watches, takes notes, offers feedback.
After 5 minutes, new people in the roles.

Specifics: The department has extended a job offer to the prospective faculty member, and she has been considering it for a while. Now they have reached out to her (email or phone) to get a sense for where she stands. This is a chance to negotiate.

When you rotate through roles, you can also switch up the scene: Is the department chair male or female? Are the conversations by phone or email? Is the phone call a surprise or was it scheduled?
Should we add a section on being the person with the resources/receiving the ask during negotiations? Saying no?

Yes, added slide 9

For the exercises, how about giving clearer constraints on the resources to the “decider”