**Negotiation Tips in Faculty Hiring Process**

* Some advice drawn from C.K. Gunsalus’s *The College Administrator’s Survival Guide* & from UGA Faculty Affairs personnel
* Note: Gunsalus is available as an ebook from UGA libraries.

Effective negotiator: Someone who can influence the outcome of interactions with other people (Gunsalus’s definition).

Note: it is not “getting what *you* want”

Negotiation can be learned

* Listen carefully (active listening techniques)
* Collect information
* Focus on other’s *interests*: why does a person want X, Y or Z?
* Imagine other’s perspective
* Prepare in advance

Faculty Recruitment: A Negotiation

* When setting interview schedule, leave some open time in the standard schedule and ask if they have any special requests for the visit:
  + *Who would you like to meet with? Realtor? Benefits counselor? Potential collaborator outside the department?*
  + Send information on benefits, dual career assistance (HR), work-life balance (HR), faculty development opportunities & life in Athens before interview.
* Open-ended questions during the interview
  + *What are you looking for in your next position?*
  + *What are your salary needs or expectations?* (Good to know this before making an offer.)
* Note questions asked by the candidate
  + *A common theme to these questions?*
* Use this intel to frame your recruitment efforts
  + Meeting the candidate’s interests is key; know *why* they want X, Y or Z.
* Do not open with maximum salary you can afford
  + Leave room for the candidate to negotiate upwards

**Negotiating Offer Letters Case Studies: Facilitator Notes**

Case Studies of a candidate negotiating with department head. The “question” is from the candidate. Audience will be given time to make some notes about how they would respond. Then, the facilitators will offer their perspectives on each of these.

1. “I’d like to find something for my spouse at UGA… can you help make that happen?” Follow-up: “Can you guarantee that there will be a position at UGA for my spouse?”
   1. Is spouse potential faculty member or interested in another realm? If faculty, then I can speak to dean if opportunity. Ask for CV from spouse. This situation depends on what kind of position the spouse wants. If it’s in another college or school, your dean will ask the other dean will ask other dean to see if interested. You can petition for 1/3 training spouse salary for 3 years and then by 4th year, the home department/college/school will need to do full salary support.
   2. If staff, then HR offers assistant thru employee hiring, not guaranteed.
   3. Looking beyond UGA, you might consider connecting the spouse to other local contacts or organizations appropriate to the expertise.
2. “I don’t think this salary is competitive with that of peer institutions. Is this negotiable?”
   1. Negotiating salary depends on if have extra. Be ready with extra funds if you can by planning ahead in budget.
   2. With staff, we want to help them get everything we have. If internal candidate, then you can look up what they make and go from there along with what he previous person made in this role and what others are making across university in this role.
   3. To help with negotiation, gather information during interview stage and when start offer stage. Figure out their primary concern: equipment, support for grad student, or salary? Remember that salary is not the only way to add value. There are a variety of resources to support faculty, so get all requests from hire. Be thorough in information gathering, and then evaluate to make best offer. As them how to prioritize what of these areas most important? See Negotiation chapter in Gunsalus’s *The College Administrator’s Survival Guide*. Some experienced heads hold $5,000 in back pocket at start of negotiation to allow some room to maneuver.
3. “Will you cover moving expenses?”
   1. UGA can provide moving expenses, but this depends on unit resources. Ahead of conversation with hire, make sure you know what your dean can afford.
   2. Provost approval is required for moving expenses over $15,000. <https://policies.uga.edu/pdf/relocation_expenses.pdf>
4. Your department has a pressing need to fill a gap in fall semester teaching, and the candidate says . . . “I know you want someone to start in August, but I have commitments here through the fall. Would a January start be OK?”
   1. This is a highly specific situation, so you’ll have to analyze your options. You may have money for their salary and could hire replacement at less cost. It depends partly on whether you can find someone to hire to ensure coverage. Salary savings for these months can present an opportunity to use these funds elsewhere. Sometimes a delayed start can be valuable.
   2. If the candidate is for a tenure-track position, you might advise that a mid-year hire presents some wrinkles for promotion and tenure calculations. For faculty hired on an academic year contract, that academic year will not count as a year in rank. For faculty hired on a fiscal year contract, that academic year will count, as long as the appointment starts on or before the spring semester. See <https://provost.uga.edu/_resources/documents/2019-2020_Quick__Reference_Guide.pdf>
5. “I would not expect a 2-2 load… 3 courses is standard at most places. That’s what will be expected of me at Georgia, correct?”
   1. In regards to teaching load, be clear about what load is for department and the shared responsibilities on this front. You might offer some release for first 2 years. [Academic Affairs Policy Manual 1.08-3](https://provost.uga.edu/policies/academic-affairs-policy-manual/1-08-recruitment-of-faculty/) (Recruiting the Finalist) expressly contemplates a reduced teaching load: “In order to get a young faculty member off to a good start, consider a temporary reduction from the standard teaching responsibilities for one year.”
   2. Units may have teaching “buy out” policies for faculty who obtain external funding, but that would be another matter for negotiation and unit-level guidance.
   3. For faculty who obtain fellowships or similar opportunities, educational or professional leave of absence may create a research-intensive space for productive faculty. Typically, faculty get partial salary support, but university usually fills in difference. Think about if you can find another person to teach entry-level course; then, you can allow release time. Note that it’s harder to do full pay requests, but you might be able to offer if they can do extra teaching in fall or another semester.
   4. Before offering the leave of absence option, however, make sure that it is applicable. This may not be an option for new faculty, absent special circumstances. See [Academic Affairs Policy Manual 1.12-1](https://provost.uga.edu/policies/academic-affairs-policy-manual/1-12-leaves/): “The president ordinarily should not approve a request for a leave with pay if the applicant for leave has been employed at an institution for the period of fewer than three (3) years.” For more on educational and professional LOA see <https://provost.uga.edu/faculty-affairs/faculty-leave-request-procedures-and-forms/>
6. “I would prefer to shift my teaching to have a lighter fall… I’d like to teach just one course in the fall each year and have the majority of my teaching in the spring. Is this OK?”
   1. When asked this question, consider it this will set a pattern that is sustainable for the department as a whole. How does it affect others? What if other faculty ask for this option? Perhaps you can make it work if someone else who wants the opposite schedule. Think strategically and long term.
   2. Also consider whether students will be well served by that arrangement, or whether the faculty member would be too busy with class prep, office hours, grading, and other student contact to carry out those responsibilities effectively. The part-time faculty contact hour conversion chart in [Academic Affairs Policy Manual 1.09-9](https://provost.uga.edu/policies/academic-affairs-policy-manual/1-09-appointment-procedures/) is a good way to gauge teaching load.
7. “At my home institution, packages for start-up are double what you are offering.”
   1. Think about the hire package broadly. What are benefits of conducting research here? Offer reminder of UGA centers & institutes, Innovation Gateway, etc. Say we have center of excellence and/or shared equipment, so wait time for access to equipment is less. We have this fantastic plant center where have great colleagues. Think ahead about what UGA offers as value added.
   2. Emphasize UGA’s land- and sea-grant mission and extensive public service and outreach offerings. UGA as an institution is a critical part of the state infrastructure and Athens community.
8. “I need a TA on a regular basis for my class. Is that part of the package?”
   1. This is very dependent on class and size of class. What does your college/school/department have in terms of TAs? Perhaps suggest that the course enrollment has to increase to minimal enrollment for getting TA. What are parameters and what other support is offered?
9. “Do new faculty get football tickets?”
   1. UGA has a football lottery. Know that if you ever fail to respond to lottery, then get dropped from roll.
10. “How will I be reviewed?”
    1. Faculty are reviewed annually, face to-face, and with report/review also in writing. Annual evaluation metrics are tied to promotion and tenure guidelines. Mention Elements. Point to unit criteria and take this moment to review key expectations. Note that it requires an emerging national reputation and give picture targets. Share that at end of 3rd year, tenure-track faculty have review. They’ll be provided a letter of feedback from a committee of peers. All eligible faculty will vote on your progress at year 3 and offer adjustments that need to be made.
11. “I have a competing offer pending at another institution and am waiting to hear from them. Can you give me 3-4 weeks to get back to you until I know the status of that offer?”
    1. Use this moment to reflect positively on candidate. I’m not surprised to hear. If you can, allow for time. Maybe they are the only remaining candidate for position, so we are willing to wait. OR, I’m not surprised to hear this, but I know that the second person on our list is competitive and we have to make offer to them by XX to ensure we have good option if candidate chooses not to come to UGA. Your answers are context driven about who else is on list. For instance, in Terry College, they give 3 days. They’re called “exploding offers.”
12. “I would rather teach online than face-to-face because of COVID-19. Can I do this at UGA and not be penalized?”
    1. UGA has an Americans with Disabilities Act (ADA) accommodations process in place that extends beyond traditional ADA categories to include [CDC-defined high-risk categories, including age and other health conditions](https://hr.uga.edu/employees/workplace-concerns/disability-services-accommodations/ada-supervisory-resources/). We are responsive to such requests. That said, UGA is also committed to retaining some in person component for almost all classes, and that decision is governed by the University System of Georgia, not UGA or individual schools/colleges and departments. There are a variety of ways to deliver the in-person components, and our faculty will be glad to share their experiences and best practices. Additional resources can be found on the Vice President for Instruction’s [website](https://ovpi.uga.edu/teaching-and-learning-continuity/).

See template email next page . . .

Dear \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_:

I am writing to confirm that your interview for the \_\_\_\_\_\_\_\_\_\_\_ position in **[*department name*]** will take place on \_\_\_**date\_\_\_**.

We will finalize your interview schedule in the next few days and send you a copy as soon as it is ready.

As you prepare for your interview and begin to consider a move to UGA more seriously, I want to let you know about some campus resources that might be of interest to you:

1. UGA provides a **snapshot of its benefits programs** for prospective faculty and staff here: <https://hr.uga.edu/employees/benefits/benefits-snapshot/>.  In addition, you may speak with a UGA benefits counselor if you have any questions, for example, about transferring retirement benefits from your current institution.  If you’d like to call in advance of your visit, the phone number for UGA Human Resources is 706-542-2222.
2. UGA has a **Dual Career Assistance Program**: [https://hr.uga.edu/supervisors/dual-career-assistance-program/](https://urldefense.proofpoint.com/v2/url?u=https-3A__hr.uga.edu_supervisors_dual-2Dcareer-2Dassistance-2Dprogram_&d=DwMGaQ&c=FbBevciwIvGuzsJQdDnze9uCWRSXekJosRCbxNiCfPE&r=thYnSb2znP-XvltM2GouR_zDcMklC8lxVsw2zT2vENM&m=yWbSK9IomDe1zP5fAzmrSvoJYmkWJ0_zc070lqD1CDg&s=gn1jbPuQJmL5Cow7Hir1vlIEg65r3DfQkHgvuPdffP8&e=)
3. UGA offers services for **Domestic Partners**: <https://hr.uga.edu/employees/benefits/domestic-partner-services/>
4. UGA’s **Well-Being Balance Coordinator**, Kiz Adams, maintains a website that provides links to resources on caring for yourself, caring for family, caring for the community, and caring for work: <https://hr.uga.edu/employees/training/work-life-balance/>. I’m sure she’d be happy to answer any questions you might have on these issues (706-542-7319,[wellbeing@uga.edu](mailto:wellbeing@uga.edu)).
5. **Athens is a great place to live!**  It is frequently cited as one of the best places in the USA for relocation and retirement.  Here’s a website that provides an overview of our community for visitors and newcomers: [http://www.visitathensga.com](http://www.visitathensga.com/)/
6. **Athens’ housing options are varied and affordable.**  You can live in-town or on several acres of land and still have a short, relatively traffic-free commute.  There is a plethora of realtors in town.  Just let me know if you’d like to visit some available homes with a real estate agent, either before or after your on-campus interview, and I’ll set something up.

Please let me know if there are any other factors about the job, UGA or Athens that are likely to influence your interest in this position, especially if you’d like to be provided with more information on any of these topics.  We have left some time open on your interview schedule, in order to add meetings with 1 or 2 individuals of particular interest to you. **Please let me know if you’d like me to try to include any one in particular in your schedule.**And if meetings with UGA faculty or staff will not fill the bill, I can research such topics in advance of your visit, with the goal of providing more information while you are here.

Regards,