

ACADEMIC NEGOTIATION

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Computing Research Association
Women

Valerie Barr in One Slide

Intro #1: The Technical Me

- MHC BA in Applied Math '77, NYU MS in CS '79, Rutgers PhD '96
- Hofstra University, 1995 - 2004
- Union College, 2004 - now
- Research: CS Education, software testing, interdisciplinary applications
- Department chair, Dir. of Interdisciplinary Programs, NSF program officer, Chair of ACM-W

Intro #2: Non-Technical Me

- Partnered (31 years, why marry now?)
- One daughter, 23, nest no longer empty, about to be empty again
- Other fun: it's all about the bike
- And travel, cooking & baking, reading mysteries.....



Margaret Martonosi Intro #1: The Technical Me...

- Cornell BS EE '86 -> Stanford PhD, 1994
- Princeton 1994-now: Assist., Assoc., Full...
- Research: Computer architecture and mobile systems. Power efficient systems. Memory model verification.
- Sabbaticals: IBM (2005) & US State Dept (2015-6)



Margaret Martonosi Intro #2: Non-Technical Me

- Married 16 years to Kevin Burkman
- Met when we were both hike leaders for the Appalachian Mountain Club
- Other fun: Running, swimming, travel



Negotiation through career stages

Early Career – mostly asking

- Distributive single issue negotiations
- Starting salary
- Start up funding and lab space
- Equipment (initial and replacement)
- Server time and storage
- Staff support
- Release time
- Tenure clock
- Teaching load (initial, typical)
- Travel support
- Research collaborations

Mid Career – asking and being asked

- Integrative multi-issue negotiations
- Raises
- Teaching/project assignments
- Support and resources for department
 - Staffing, space, etc.
- Professional development
- Research support
 - Matching funds
 - Indirect rate
 - Release time
- Research collaborations



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Some facts about women and negotiation

Not asking can lead to...

- Lower starting salary (has 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!



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Some facts about women and negotiation

Differences between men and women

- Men negotiate, & 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.
- 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 don't wait, they ask.
- Men compare themselves to men, women compare to women.
- Women feel more anxiety about negotiating, especially for themselves!



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Keep in mind

It is possible to / 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 for others!
- Survive the “no”
- Be an equitable manager

It helps to have...

- Data
- Allies
- A sponsor or advocate
- A mentor
- Good targets (ask for more, get more)
- A mantra, and patience
- Data



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Finally

The Gender Stereotypes (Baggage)

- Likeability
- Being 'nice'
- Okay to be competent, but also should be friendly, cooperative, confident, nonconfrontational, considerate

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](#)



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EXERCISES – NEGOTIATION IN PRACTICE!

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, swap 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?

Scenario #2: A new center

- Break into groups of 3-4.
 - 1 of you plays the role of department chair
 - 1 of you plays the role of professor trying to launch a new research center.
 - The other 1-2 of you take notes, offer feedback.
 - After 5 minutes, swap roles.
- Specifics: In this scene, the prof is negotiating in person 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.
- When you rotate through roles, you can also switch up the scene: Is the department chair male or female? Are they eager to advocate for you to the provost or higher-ups? Or are they less supportive?

Scenario #3: The dean calls...

- Break into groups of 3-4.
 - 1 of you plays the role of dean or provost
 - 1 of you plays the role of CS department chair
 - The other 1-2 of you take notes, offer feedback.
 - After 5 minutes, swap roles.
- Specifics: In this scene, 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...