

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

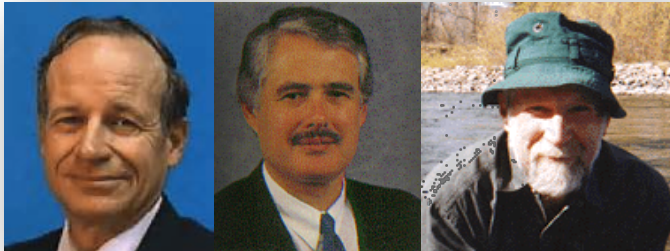
**Congressional
Testimony**



Family



Mentors



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



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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
Exception – time asks!

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



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!



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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



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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



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The Gender Stereotypes (Baggage)

Likeability

Being 'nice'

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



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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”