

Surviving and Thriving During the Research Years Negotiating for an Academic Position

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Disclosures

- Ninepoint: Grant support
- ChemImage: Advisory Board
- Epigenomics: Advisory Board

Agenda

- Principles of negotiation
 - Strategy
 - Implementation
- Negotiating your first academic job

Negotiating Strategy

- Focus on interests, not positions
- Invent options for mutual gain
- Insist on objective criteria
- Separate people from problems
- Develop the best alternative to a negotiated agreement (BATNA)

Getting to Yes: Negotiating Agreement Without Giving In. Fisher, Ury, Patton (1981)

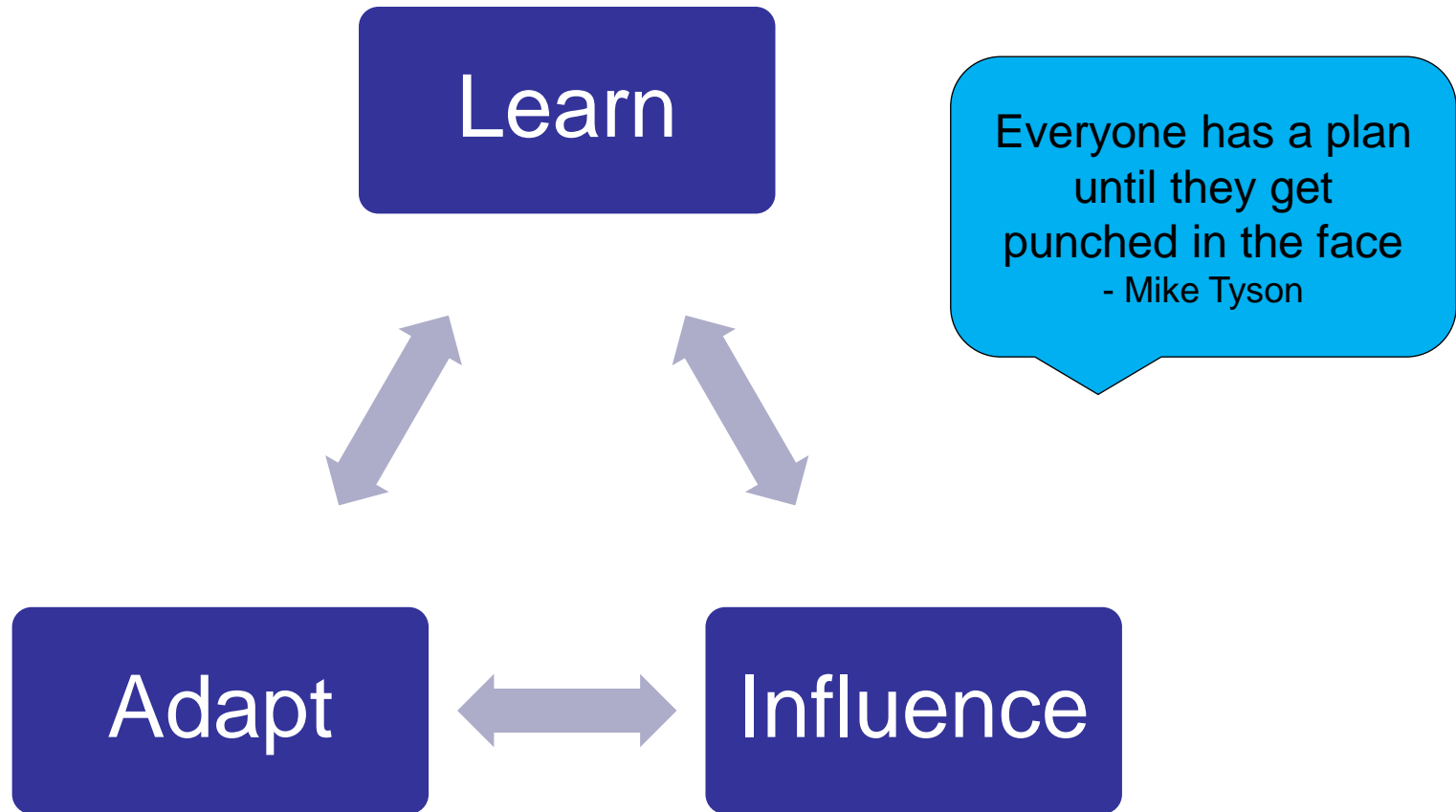
BATNA / WATNA

- Best Alternative To Negotiated Agreement
 - What you get if there is no agreement
 - Your “walkaway” option
- Worst Alternative to a Negotiated Agreement
 - i.e. no job here

Alternative Methods

- “Start With No: America’s Number One Negotiating Coach Explains Why Win-Win is a Disastrous Strategy, and How You Can Beat It”
 - Jim Camp
- May work in one-time, financial transactions
 - Not for colleagues with whom you continue to work
 - Not for repeated bargaining

Implementing Negotiation



Wheeler. The Art of Negotiation: How to Improvise Agreement in a Chaotic World 2013

Learn

- Active Learning
 - Scope of the issues being discussed
 - Nature of your relationship with counterparts
 - Positions and interests: yours and theirs
 - Optimal means to resolve

Adapt

- Negotiations are dynamic
- Agility is key
- Navigate by sight
 - Cannot always follow your script
- Improvisation on a theme

Negotiation is more
like jazz than
science

Richard Holbrooke

Influence

- Everyone has less power than influence
- Convince your counterpart of the value you are offering
- Negotiate how to negotiate

Key Points for Negotiating

- Goals, interests and walkaway alternatives may evolve
 - May be an advantage or detriment
- Negotiation is an interactive process
 - Your actions prompt reactions
- Maximize your effectiveness by developing a robust strategy
- Improvise!

Wheeler. The Art of Negotiation: How to Improvise Agreement in a Chaotic World 2013

Negotiating Your First Job

- Focus on interests:
What is your ideal job description?
 - Distribution of clinical service, research, teaching and administration
 - Mentorship
 - Environment
 - Compensation

Your First Academic Position

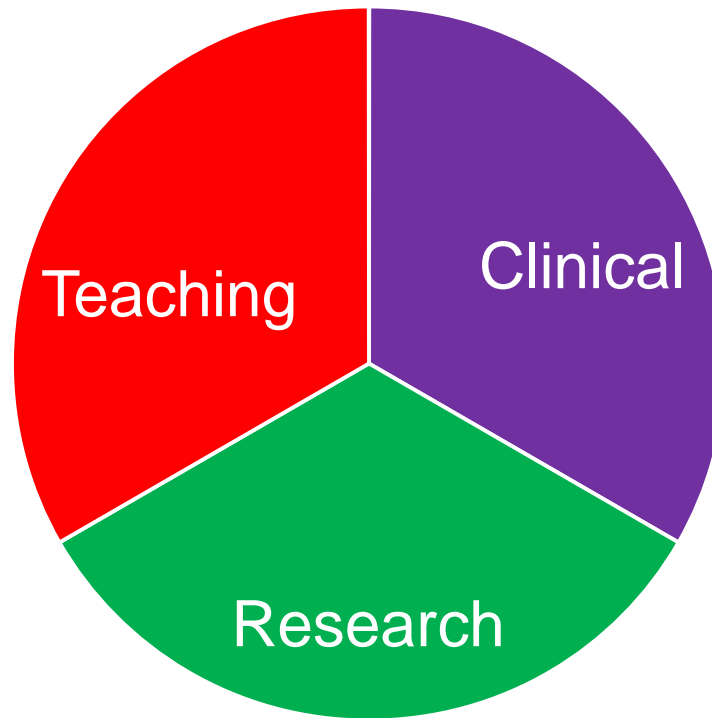


Negotiating Methods

- Focus on interests, not positions
- Invent options for mutual gain
- Insist on objective criteria

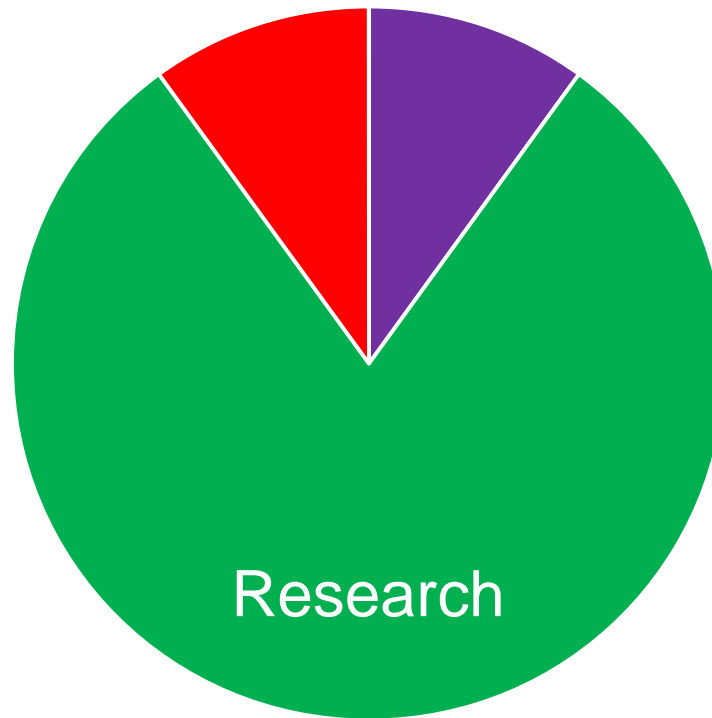


Job Description: Faculty



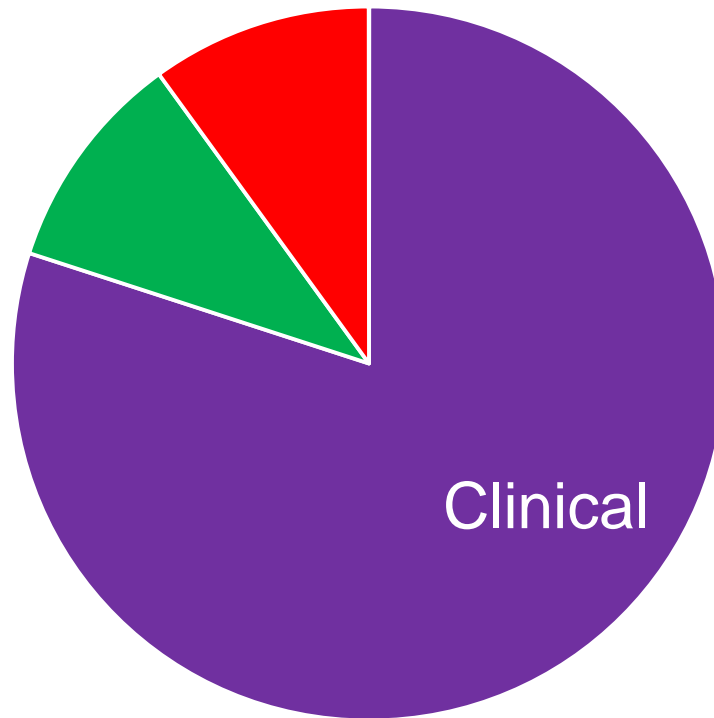
■ Clinical ■ Research ■ Teaching

Job Description: Division Chief Physician-Scientist



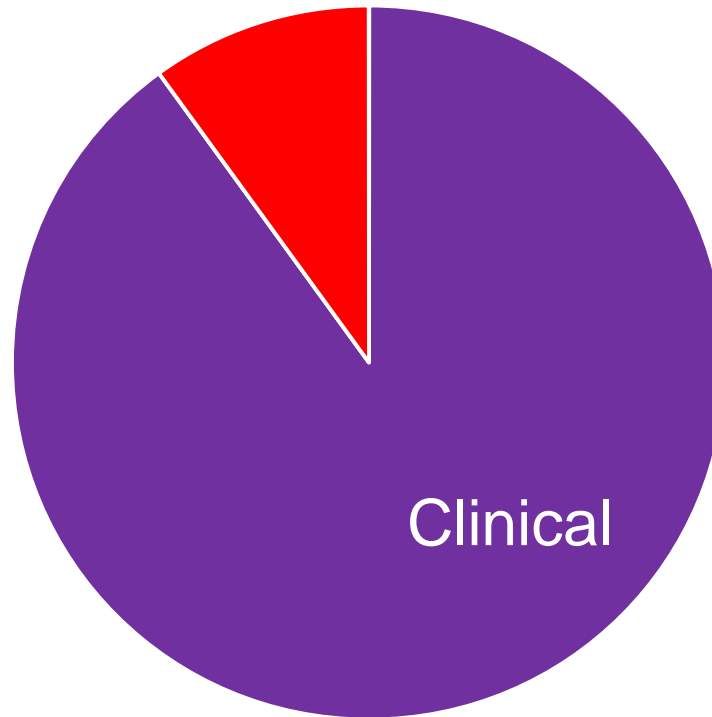
■ Clinical ■ Research ■ Teaching

Job Description: Division Chief Clinician-Scholar



■ Clinical ■ Research ■ Teaching

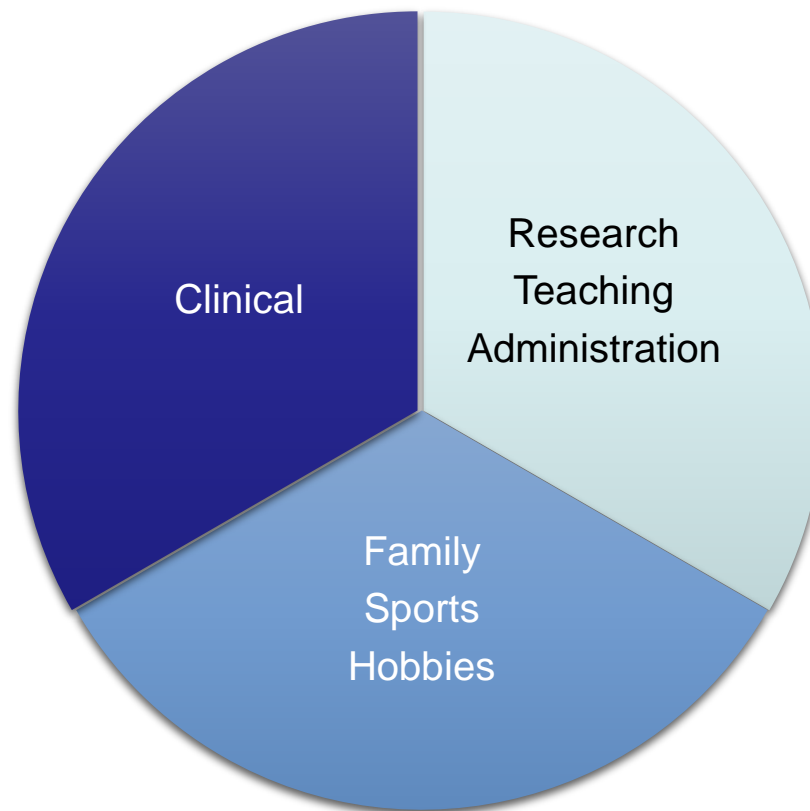
Job Description: Division Chief Clinician / Clinician-Teacher



■ Clinical ■ Research ■ Teaching

Personal Job Description

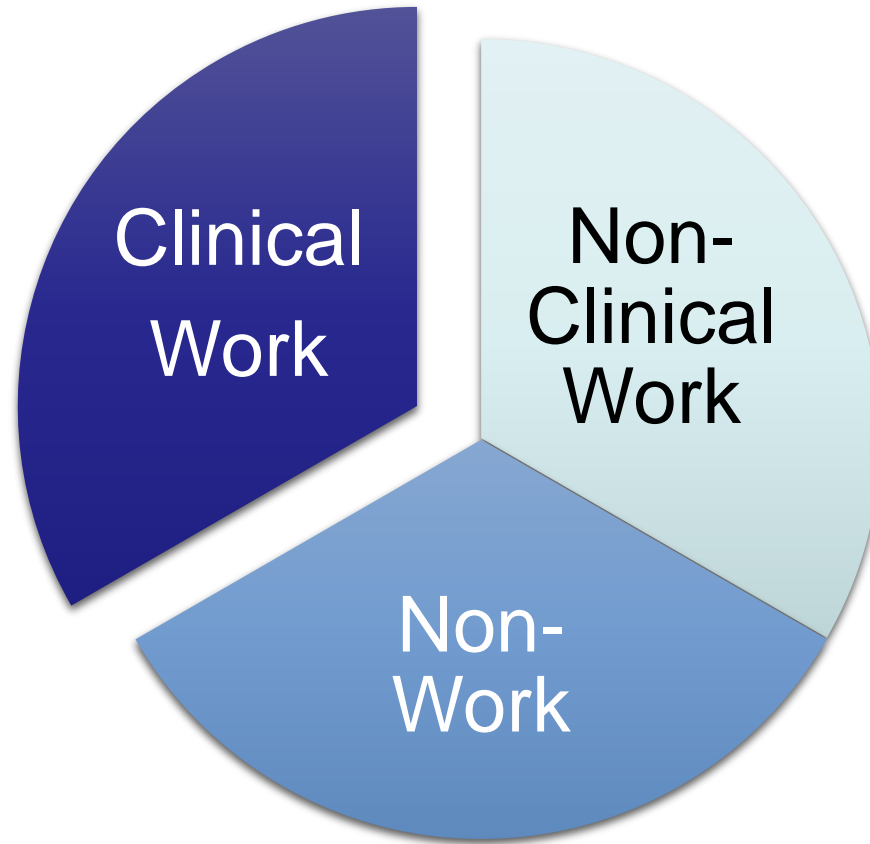
$$\text{Happiness} = f(\alpha \cdot \text{clinical} + \beta \cdot \text{research} + \gamma \cdot \text{teaching} + \lambda \cdot \text{non-work} + \Omega \cdot \text{compensation})_t$$



Negotiating Your First Job

- Compensation
 - Clinical
 - 100% of effort
 - Research
 - NIH salary cap \$183,300
 - K award cap \$90,000
 - Teaching
 - ?
- Compensation
 - = $f(\alpha \cdot \text{Clinical} + \beta \cdot \text{Research} + \gamma \cdot \text{Teaching})_t$
 - ~ $f(\text{Clinical})_t$

Job Description: Division Head



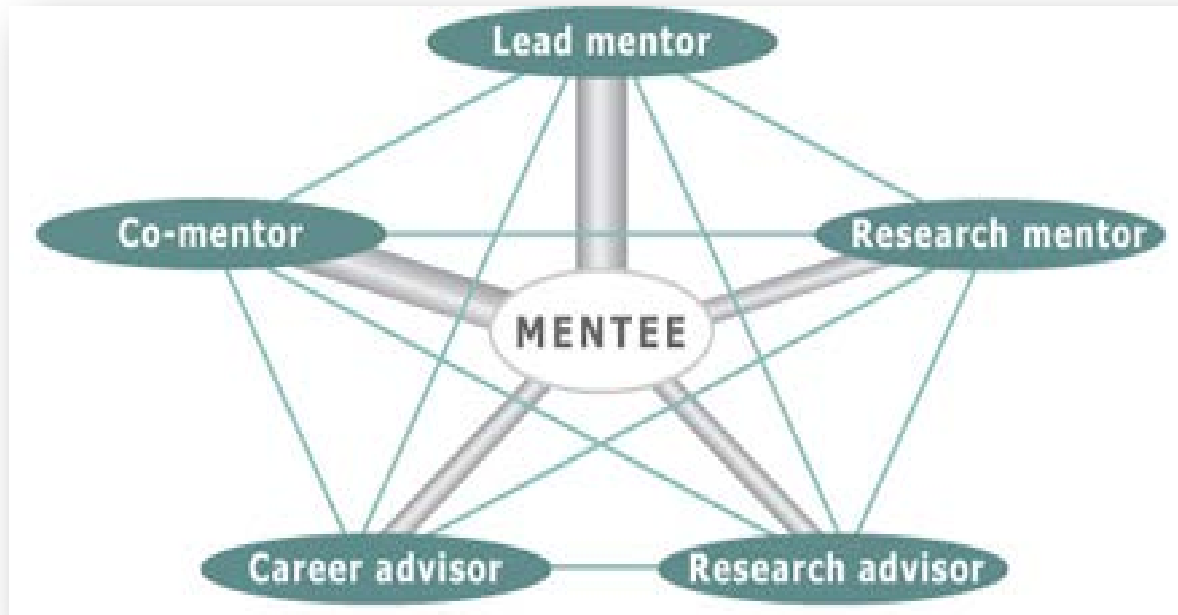
Negotiating Your First Job

- Distribution of clinical service, research, teaching and administration
 - The only part I can specify is the clinical service expectations (and administration)
 - I cannot protect your research time
 - Only YOU can do this
 - Work time vs. non-work time
 - Clinical vs. research vs. teaching time

Negotiating Your First Job

- Prioritize the job description
 - Research
 - Teaching
 - Clinical
 - Administration
- Mentors
- Environment

Negotiate for Mentorship



- Good mentorship can make up for bad training
- Good training cannot make up for bad mentorship

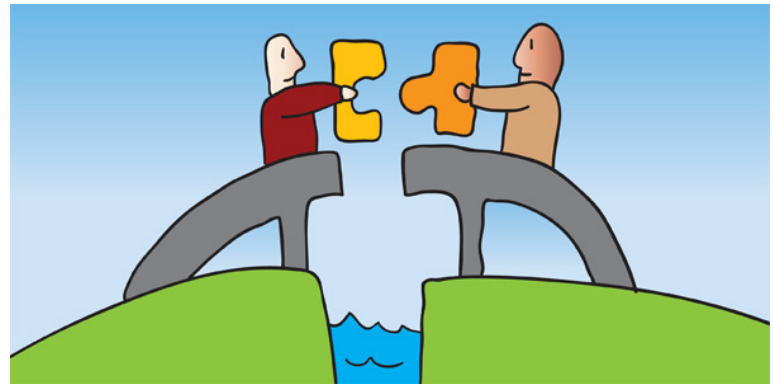
Role of the Mentee

Be Proactive

- The most successful mentoring partnerships are those in which the **mentee** takes the initiative and truly drives the partnership
- In a mentee-driven partnership, the mentee determines the pace, route and destination
- The mentor is then able to offer insights and counsel that is focused on the mentee's objectives
- (It is all about YOU)

Negotiating Methods

- Focus on interests, not positions
- **Invent options for mutual gain**
- Insist on objective criteria



Negotiate for Environment Clinical

- Clinical staff support
 - Nurse
 - Medical assistant
 - Scheduler
 - Marketing

Negotiate for Environment Research

- Research infrastructure
 - Laboratory
 - IRB
 - Compliance/billing
- Space
 - Basic: adequate for methods
 - Clinical: separate from clinical

Negotiate for People

Invent Options for Mutual Gain

- Clinical focus on scholarly interests
- Teaching focus on scholarly interests
- Research coordinator
 - IRB
 - Patient enrollment
 - Data entry
- Laboratory technician

Negotiating Methods

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Getting to Yes: Negotiating Agreement Without Giving In. Fisher, Ury, Patton

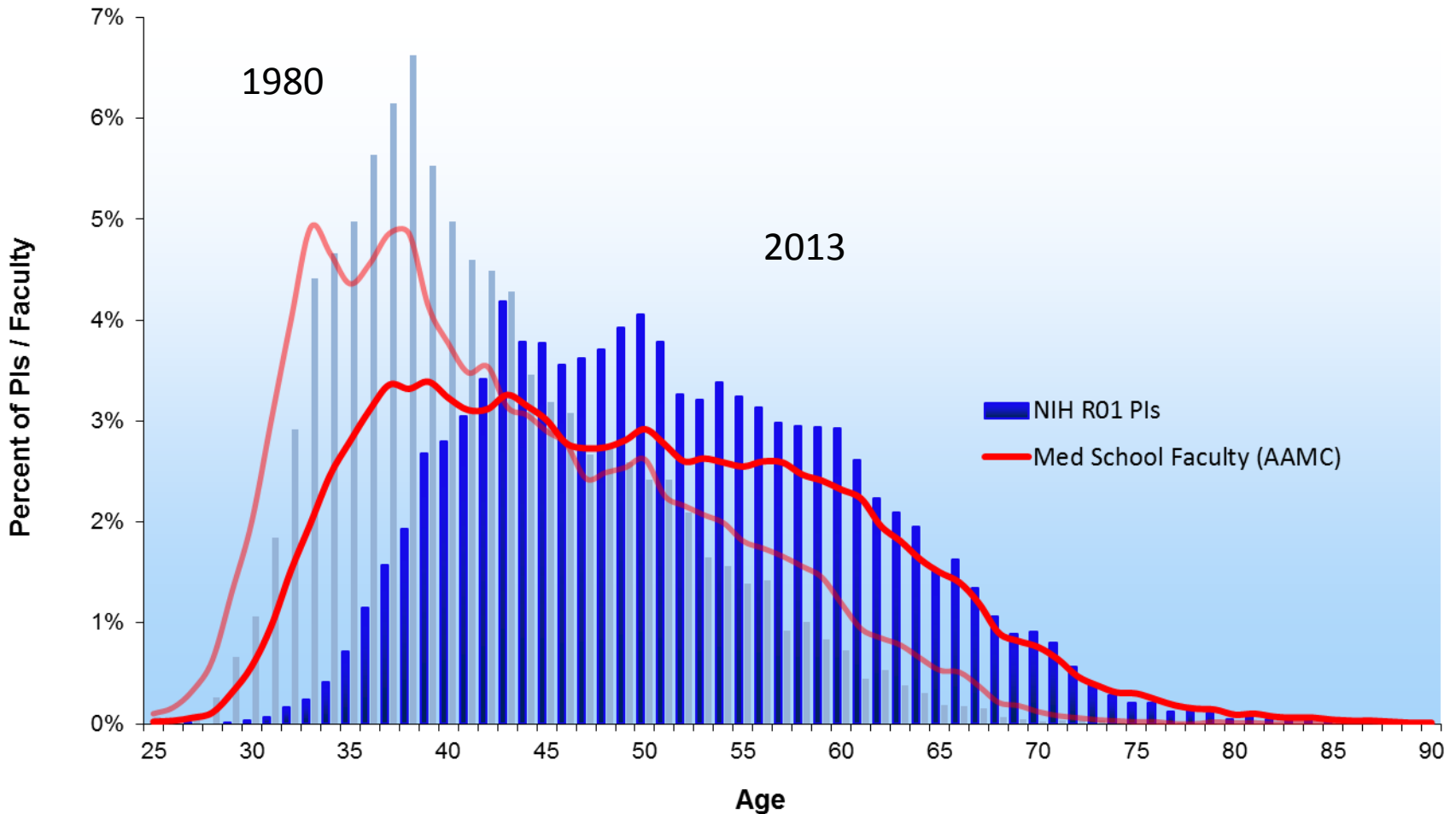
Negotiating Your First Job

Insist on objective criteria

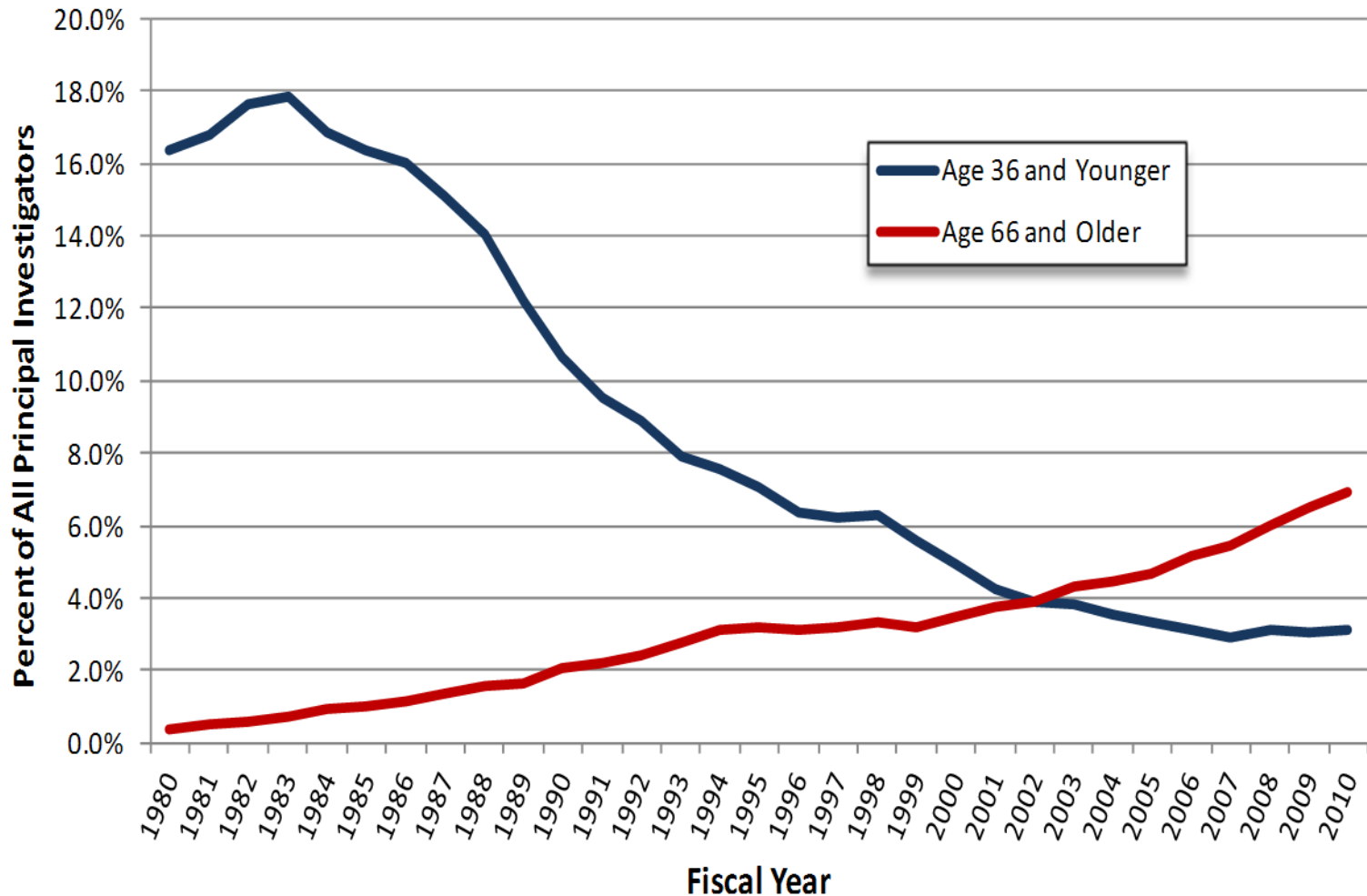
- Clinical
 - wRVU
 - Half-days of clinic or endoscopy
 - Inpatient service
 - Call
- Research
 - Abstracts
 - Papers
 - Grants: timeline



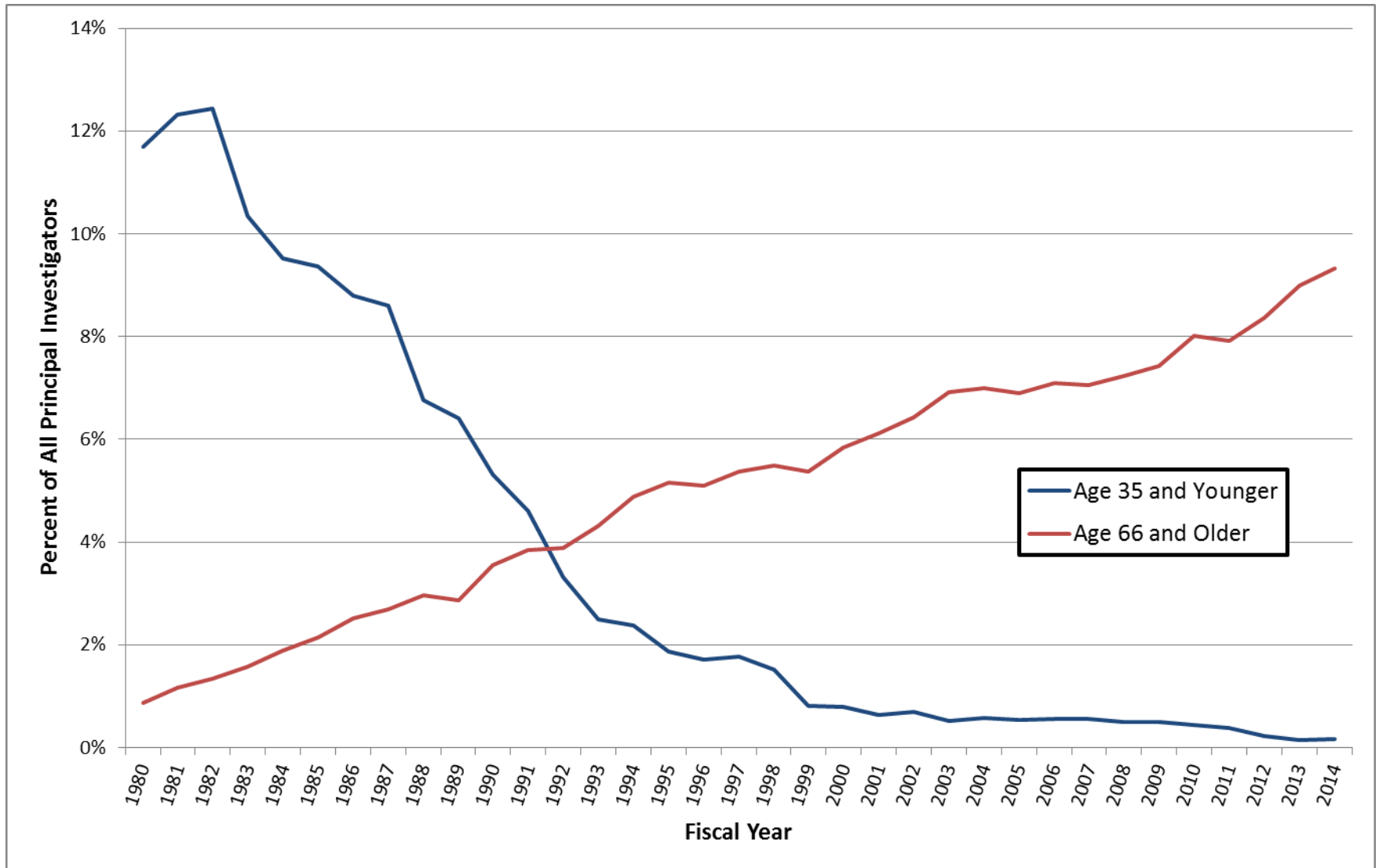
Age Distribution – AAMC Medical School Faculty and NIH R01 Principal Investigators



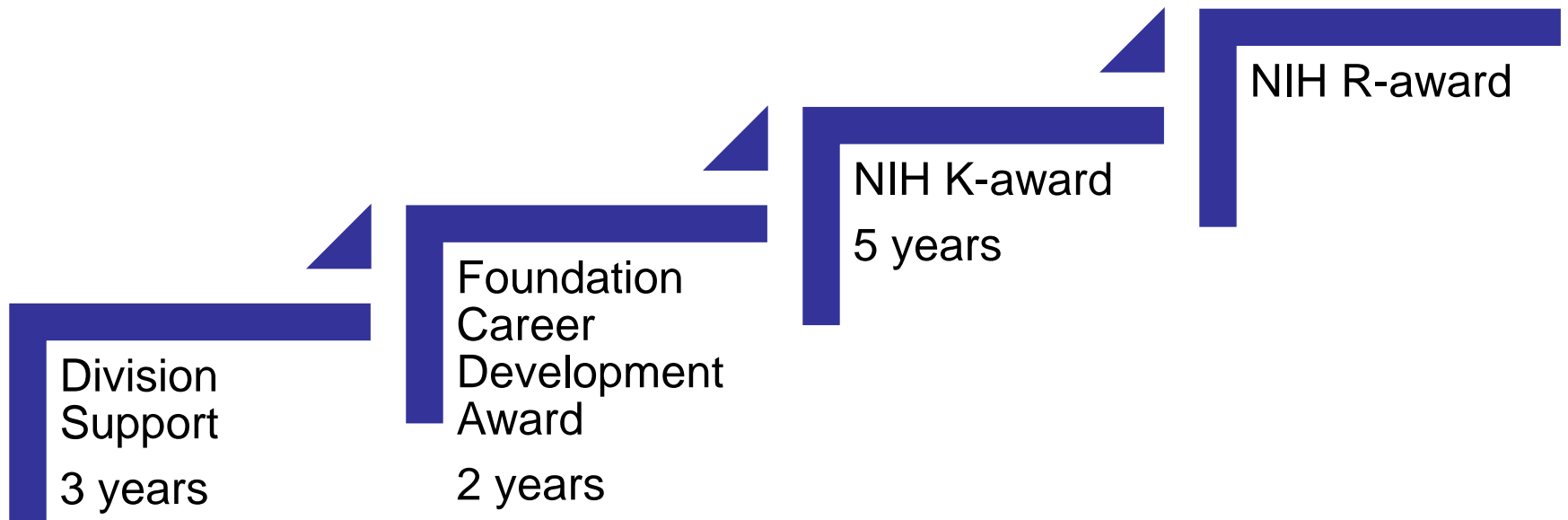
Percentage of NIH R01 Principal Investigators Age 36 and Younger and Age 66 and Older (Fiscal Years 1980 to 2010)



Proportion of NIH R01 Equivalent Principal Investigators with MD or MD-PhD: Age 35 and Younger vs. Age 66 and Older Fiscal Year 1980 - 2014



Research Funding Step-Care Approach



Negotiating Your First Job

- Focus on interests, not positions
 - Prioritize job description > compensation
- Options for mutual benefit
 - Mentorship, environment, support
- Objective measures of success
 - Ensure you & your boss have the same goals:
5 years from now you will tell me I am an ideal faculty member because...