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Negotiating

Presentation on Negotiating at UCSF by Jane E. Koehler, M.D. 5/05

Negotiate from a position of strength, based on what you have to offer and with knowledge about the specific culture and currency at UCSF.

Attaining a position of strength

Find an unoccupied niche or critical need for the department/division/unit and fill it

Try to align your research/goals with the needs of the institution

[e.g., I chose to change my research to an emerging pathogen, *Bartonella* (not what my mentor was working on) associated with HIV infection/OI (a strength of UCSF) enabling me to create a job and fill an unoccupied niche at the same time]

Make an honest assessment of what you can contribute (but many women tend to undervalue their contribution, thus outside/mentor input is crucial)

Let people know about your accomplishments, as they occur, and annually when you meet with your Chair

Develop a presence/prominence in your field or area of expertise, outside of UCSF

Outside recruitment strengthens a negotiating position substantially, but because you are negotiating for your program/vision, be prepared to leave if you can't get the resources necessary to adequately accomplish what is necessary for your program

Develop your goals, short term and long term

Be resolute about pursuing these goals

[My goals: develop *Bartonella* research program, obtain space, position]

Recognize that the University organization moves slowly

Realize that everyone is busy and you must be your own advocate

Maximize your options as much as possible at all times

Maintain flexibility to change your program/goals as the landscape changes over time

[e.g., shift my focus of *Bartonella* research from HIV opportunistic infection to Emerging pathogen when NIH focus and funding shifted]

Acquiring Knowledge

We are often unaware of the political landscape that surrounds us

Initially, one might avoid delving into the political background until realizing that:

It is essential to know how the power structure works

Get different perspectives from different people, both inside and outside of your own sphere (i.e., department, division, university)

Utilize many different mentors [e.g., 6 in my case]

Develop a sense of self-awareness about your contributions, strengths and weaknesses (mentors can be invaluable in helping you with this assessment)

Be sure that you are knowledgeable about what organizations you should join, meetings you should attend, etc.

Ask the two most recently-hired people (or two people already in a setting comparable to the one for which you are negotiating) "for what do you wish you had asked?" And "what surprised you the most after you took this position, etc.?"

Become familiar with the currency at UCSF, relative to your job setting

At UCSF, space and time are generally the most important currencies

Basic scientists—research space (wet lab space) is often more precious than monetary compensation

Negotiate for a start-up package that will provide adequate resources so you can effectively develop a successful research program; otherwise, walk away

Be absolutely certain that you are appointed in the correct academic series

Clinical Research—negotiate for assistance with projects and data analysis

Program Directors—negotiate for administrative assistance, funds for developing your vision for the Program

There are many additional points of negotiation including housing loan programs, release from teaching responsibilities for a specified period of time, *etc.*
 All programs—time is most important, especially in the clinical setting

During negotiations...

- Present your vision for your program and how developing your vision/program will contribute to the overall goals of the institution
- Always consider what are the needs of your, as well as the Department's overall program
- Do your homework and determine what you really need to accomplish your vision
- Set your priorities (in rank order) about what components are most important to developing your program or achieving your vision
- Decide what would be a deal-breaker, and be prepared to walk away if you simply won't be able to accomplish your goals
- Compromise/be flexible as much as possible
 [*e.g.*, one may get research space ultimately, but be required to move several times until space becomes available]
- Be positive, suggest alternatives
e.g., suggest two or three options that are of equal value to you and allow a choice
- Take careful notes during all discussions
- Trust that the system will come through for you, but it is always best for everyone involved that the final agreement is in writing, to avoid confusion and misunderstanding
- Be certain that all your questions are answered, and that there is a good understanding between you and your Department Chair for each item in the "Important Points for Discussion Between Department Chairs/Division Chiefs and New Faculty Appointees."