DEPARTMENT OF MEDICINE
SURVIVAL SKILLS FOR THE RESEARCH YEARS:
NEGOTIATING FOR AN ACADEMIC FACULTY POSITION

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Thank you to Drs. John Inadomi and Conrad Liles
NEGOTIATING YOUR FIRST JOB

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

- Physician-Scientist
  - >50% research (protected time)
  - generally <25 % clinical
  - Scholarly contributions necessary for promotion
  - Excellence in teaching/teaching portfolio required for promotion

- Clinician-Teacher
  - <50% research
  - 25-75% clinical
  - Excellence in teaching/teaching portfolio is of paramount importance
  - Some scholarly contributions necessary for promotion

- Clinician-Clinician (Clinical) Faculty
  - >95% clinical
JOB DESCRIPTION AND EXPECTATIONS

- Criteria for promotion to Associate Professor
- Productivity
  - Expected scholarly activity
    - i.e., # of peer-reviewed pubs/yr
- Clinical duties
  - In-patient
  - Out-patient
  - Call schedule
  - Resident/fellow
  - Productivity – RVUs, $
- Teaching responsibilities
- Administrative responsibilities
CONTRACT

- Relocation/moving expenses
- Office set-up
- Yearly salary
  - Hard Money
  - Soft Money (grants)
  - Clinical/practice plan income
  - Merit/bonus
Benefits
- Medical
- Dental
- Retirement
- Investment program
- Life insurance
- Disability
- Long-term care
- Housing assistance
- Subsidy
- Low/no interest loan
- Tuition waiver/reimbursement for dependents
OFFICE AND ADMINISTRATIVE SUPPORT

- Office
  - Space and Location
  - Furniture
  - Computer
  - Phone
  - Fax
  - Avoid multiple offices

- Administrative Support
  - Shared with how many faculty?
  - Grant and contract support
  - IT support
CLINICAL SUPPORT

- **Ward**
  - Dedicated mid-level (PA/ARNP) support
  - Allied health support

- **Clinic**
  - Dedicated nurse(s) assigned to clinic
  - Scheduling personnel
  - Supplies
START-UP PACKAGE

- Applies primarily to physician-scientists
- Many young faculty fail to negotiate for sufficient resources
- Duration: usually 3 yrs
- External candidates usually are offered significantly larger packages than internal candidates
  - Typical start-up packages for Assistant Professors
    - $50-250K/yr x 3-5 yrs
    - $150-750K total
START-UP PACKAGE

- Potential Components
  - PI hard salary (%)
  - Equipment – important
    - Do not forget the small stuff
    - Itemize list in consultation with established PI
    - This is the time to ask
  - Supplies
    - Reagents
    - Animal costs – mice are expensive
  - Technician
  - PDF
  - Study coordinator/nurse
  - Biostats support
  - Beware of ‘in kind’ support
    - Items such as FACS hrs, etc. OK
Other Considerations

Vivarium (with capabilities for your research)

Access to Cores
- Transgenic mouse core
- FACS core
- Proteomics Core
- Imaging core
- Others

All equipment does not have to be in your personal laboratory, but you do need reasonable access to it
- Biosafety/culture hoods
- Real-time PCR
- Spectrophotometer
- ELISA reader, etc.
Do you want to train graduate students?

- Being a mentor for a graduate student is a significant time and effort commitment
- Would it work better for you to have clinical fellows and post-doctoral fellows in your lab

Departments of Medicine do not usually have graduate school status

- Molecular Medicine and Mechanisms of Disease (M3D) PhD Program

Cross-appointment vs. Adjunct/Affiliate appointment

- Consider ‘cost’ of appointment to basic science department
- Avoid seeking adjunct appointments to multiple departments
Define the expectations and metrics for success

Recommend

- You prepare a written list of 3-5 goals that you consider will define ‘success’
- Ask your ‘employer’ (e.g., Division Head) to prepare a written list of 3-5 yr goals/expectations
- Determine whether the 2 lists are in agreement
- ‘Controversial’ points should be addressed before assuming the position
NEGOTIATING FOR AN ACADEMIC FACULTY POSITION SUMMARY PONTS (1)

- Be sure that the start-up package provides reasonable and sufficient resources to give you a chance to be successful
- Be wary of ‘in kind’ components in a package
NEGOTIATING FOR AN ACADEMIC FACULTY POSITION SUMMARY PONTS (2)

- Understand the following:
  - What you are getting into before you sign the contract
  - The reporting structure at your institution before you start
  - The promotion process at your institution
    - ? Up or out policy
- Your clinical responsibilities
  - Months of clinical service
  - Call schedule
  - Out-pt responsibilities
  - Expected productivity: RVUs/billings
NEGOTIATING FOR AN ACADEMIC FACULTY POSITION SUMMARY PONTS (3)

- Define the expectations and metrics for success during negotiation
- Understand the following:
  - Your teaching responsibilities
  - Your administrative responsibilities
  - Expectations of academic productivity for your position
    - Ex: # of peer-reviewed publications expected per year and for promotion
  - Administrative support provided
  - Benefit packages provided
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
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
QUESTIONS?