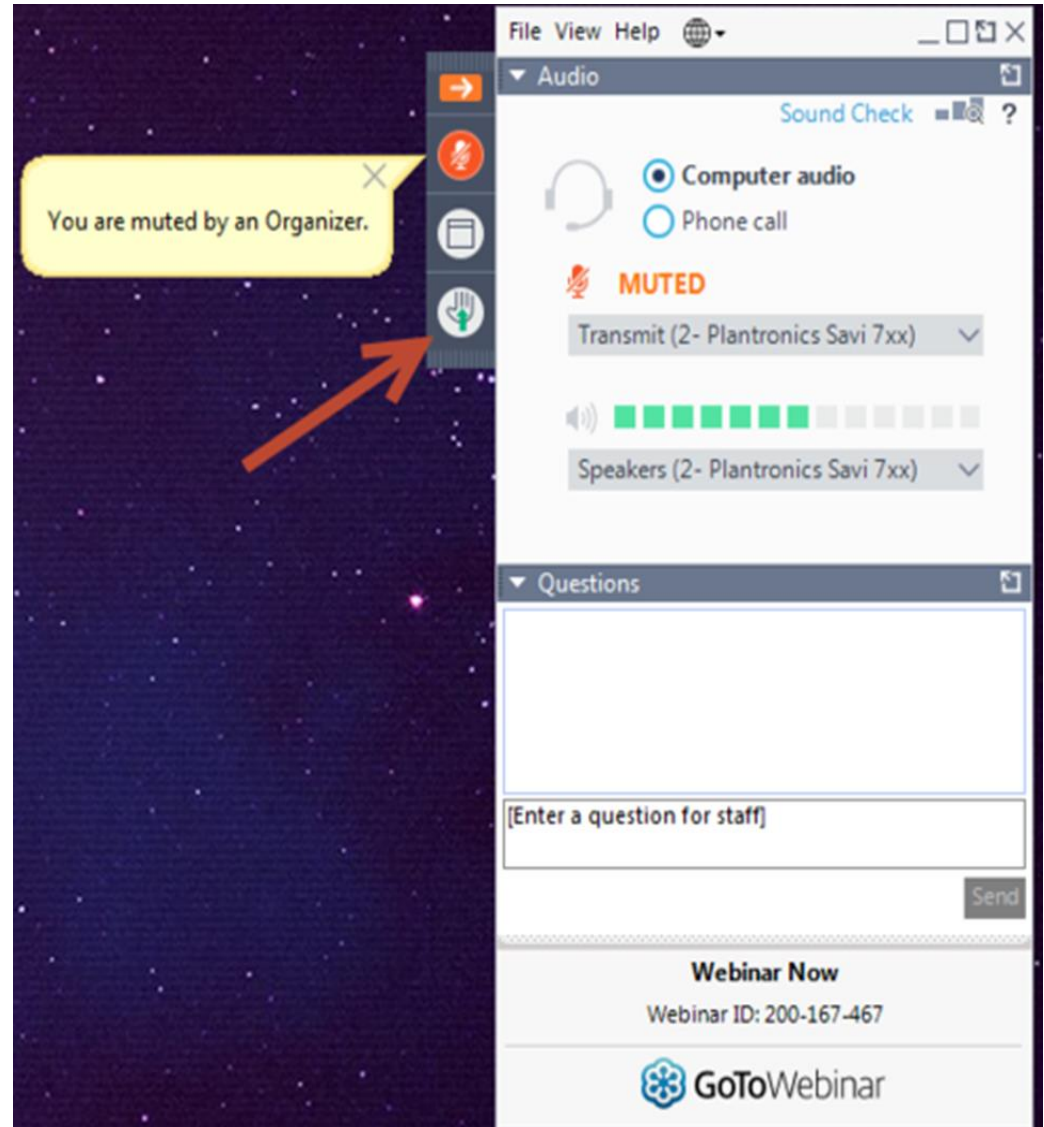


# Welcome to the Meet-the- Experts Webinar Series: Negotiation

**Raise your hand if...**





Society for Immunotherapy of Cancer

# **Meet-the-Expert Webinar: Negotiation**

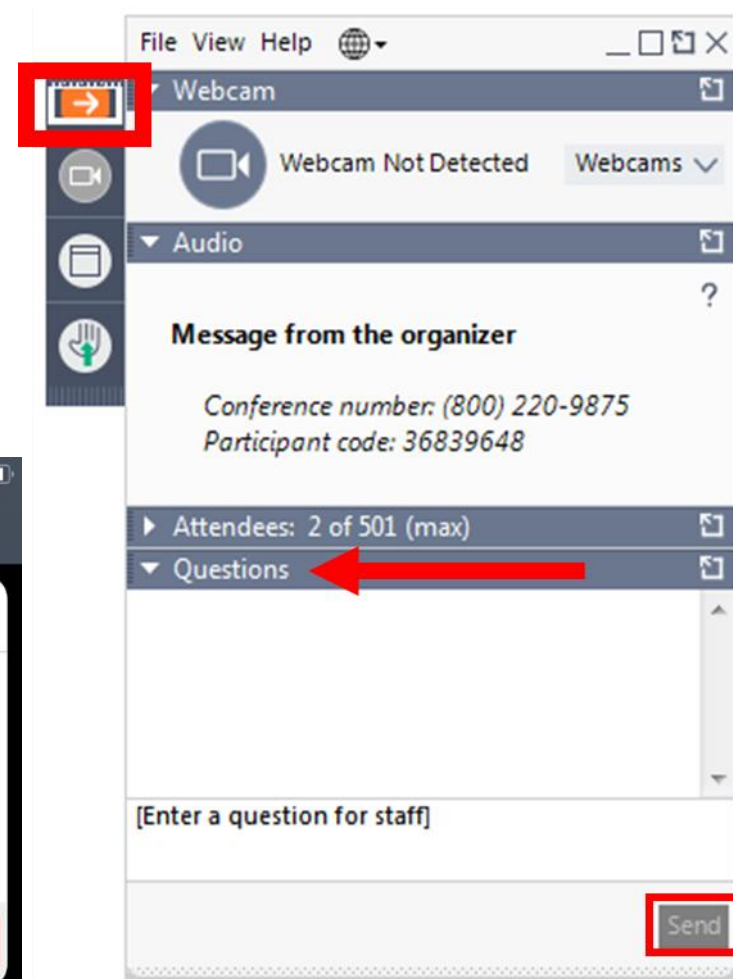
Tuesday, November 12, 2019

3:00 – 4:00 p.m. ET

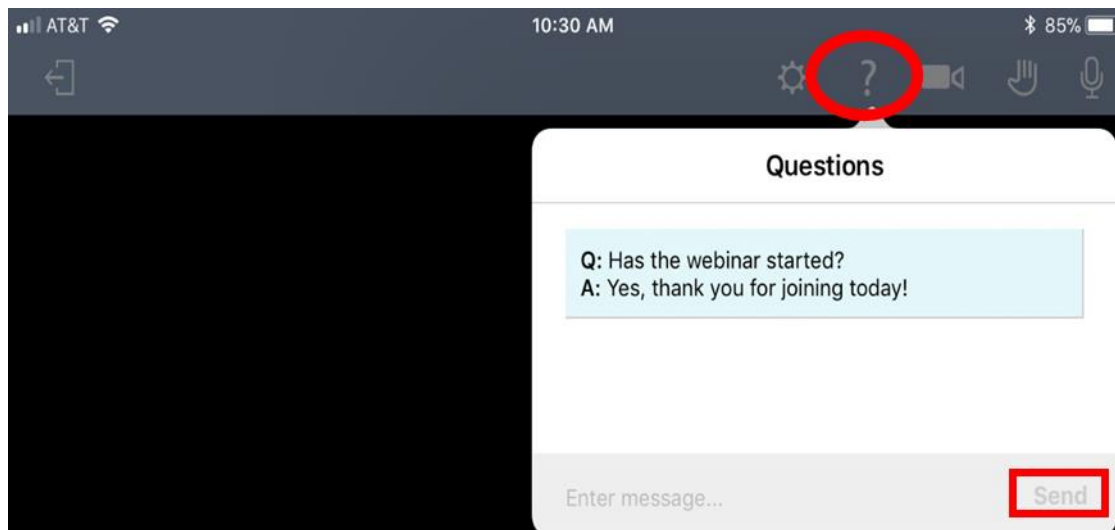
# How to Submit a Question

## Computer

Type your question in the “Questions” box of your webinar panel.



## Mobile Device



# Faculty



Jessica Thaxton, PhD, MSCR  
*Medical University of South Carolina*



Zihai Li, MD, PhD  
*The Ohio State University*



Society for Immunotherapy of Cancer

# Negotiation

(For Academic positions in the US Medical Schools)

November 12, 2019

# Zihai Li MD, PhD

## Director, Pelotonia Institute for Immuno-Oncology The Ohio State University



In this Meet-the-Expert Webinar, Dr. Zihai Li will provide guidance on negotiation, from preparation to resolution. At the end of this webinar, attendees will know the different negotiation styles, how to properly prepare for and participate in negotiations, and how to close them out with integrity.

# Presenter's Background

- **Physician scientist:**

- M.D., Henan Medical University, China
- Ph.D. (Immunology), Icahn School of Medicine at Mount Sinai New York, NY
- Residency (Internal Medicine), Montefiore Medical Center of the Albert Einstein College of Medicine, New York, NY
- Fellowship (Medical Oncology), Fred Hutchinson Cancer Research Center and University of Washington, Seattle, WA
- Board certified in Medical Oncology
- Research interests in cancer immunology and chaperone biology
- Membership: AAI, SITC, ASCI, AAP, ASH, ASCO, AMSMIC

(continued on next slide)

# Background (cont.)

- **Academic leader and administrator**
  - 2011-3/2019 Chair and Professor of Medicine (with tenure), Department of Microbiology and Immunology; Medical University of South Carolina, Charleston, SC
  - 4/2019- The Klotz Chair in Cancer Research, Professor of Internal Medicine, and Founding Director of the OSUCCC – James Pelotonia Institute for Immuno-Oncology (PIIO).



# Presenter's Recruitment and Negotiation Experience

- Involved in search for provost, dean, dept chair, center director, and faculty at all levels
- More than 30 Faculty Recruited
- Start-up Packages Totaling over \$150 Million

# Negotiation by Definition

ne·go·ti·a·tion

/nəˌgōSHēˈāSH(ə)n/

*A discussion aimed at reaching an agreement*

- A successful company acquiring a business
- Two countries reaching agreements on peace
- Scope of work you will take from a mentored lab to establish independence
- Your independent laboratory space, salary, and start-up funds
- Industry position and advancing in the pharma/biotech industry

# Negotiation Styles



## 5 Negotiation Styles

- Competitive: Result oriented, achieve short-term goals quickly, Leverage all strengths to achieve goal
- Collaborative: Focus is that all parties needs are met, Value building relationships without compromising personal interests  
Invest time to find innovative solutions and strategic partnerships
- Compromise: Relinquish some positions to gain others, effective in tight deadlines
- Avoid: Dislike conflict, use vague terms to avert direct conflict
- Accommodate: Win favor by giving into requests  
Peacemakers, Preserve relationships, Build friendly rapport

# Nelson Mandela

**“the greatest negotiator of the twentieth century”**

- Harvard Law School professor and Chairman Robert H. Mnookin  
*Bargaining with the Devil, When to Negotiate, When to Fight.*

- Patient, Tenacious, Practical, Strategic, Innovative
- Knew key principles that would not be conceded
- Not forceful, not avoiding, compromising, accommodating, collaborative

# Congratulations

- You have a stellar CV
- You found a cure for cancer
- You nailed your job seminar
- Your interview went extremely well. Everyone loves you; you are the perfect fit
- They can't wait to sign you on

**Now what?**



# Preparing for Negotiation

## Do Your Homework

- Your Counterpart: Who are you negotiating with? What is their background and motivation?
- The Institution: Know the financials in relation to your position. What's the institution's indirect cost rate? What share of intellectual property royalties are paid to inventors? Space (Sq. Ft. per \$ of funding). Etc.
- The Market: What are the percentile salaries for your position? Average size of start-up packages?
- You: What are your deal breakers? What could you concede?

# Preparing for Negotiation (cont.)

## Keep in Mind

- Collaboration is Key: You will be negotiating with your future chair or dean. This is no place for combative or overly aggressive negotiation.
- The Level Playing Field: Understand that equity may play a major part in the offer.
- The Offer Process: Usually begins with informal verbal communication of offer broad strokes followed by an official and detailed written offer.



# Let's talk about the specifics: **The Offer**

## General Contents

**Everything is negotiable!**

- Salary\*
- Salary Coverage: Percentage of salary covered by extramural funds\*
- Start-up Funding\*
- Teaching Load
- Research/Scholarship Expectations
- Space: Wet/Dry Lab Space and Office\*
- Relocation Allowance
- Links to the institutions Benefits web page and Faculty Handbook
- Term and Responsibilities (tenure clock)
- General Support???\*

\* Will be covered subsequently in greater detail

# Salary

- Salary Statistics: Knowledge of current salary statistics is important for negotiating your offer.
- AAMC Survey: Medical School Faculty Salaries – AAMC faculty salary survey – [Link](#)
- Cost of Living: Consider the cost of living as it will often impact salary levels. There are several online Cost of Living calculators
- Negotiation Point: If salary offered is lower than typical levels in your field, inquire what factors drive this lower range.

# 2017-2018 Medical School Faculty Compensation

PhD or Other Doctoral Degree

Total Compensation in Thousands of  
dollars

## Microbiology & Immunology

	Instructor	Asst. Prof.	Assoc. Prof.	Prof.
25 <sup>th</sup>	58	78	112	155
Median	65	93	125	182
75 <sup>th</sup>	75	109	143	221
Mean	68.7	94.7	130.1	194.4

## Surgical Oncology

	Instructor	Asst. Prof.	Assoc. Prof.	Prof.
25 <sup>th</sup>		67	96	173
Median		81	108	196
75 <sup>th</sup>		91	121	235
Mean		91.7	113.3	201.6

# 2017-2018 Medical School Faculty Compensation

MD or Equivalent Degree

Total Compensation in Thousands of  
dollars

## Microbiology & Immunology

	Instructor	Asst. Prof.	Assoc. Prof.	Prof.
25 <sup>th</sup>		71	121	176
Median		96	136	223
75 <sup>th</sup>		112	158	255
Mean		102.2	149.3	224.8

## Hematology/Oncology-Med (Clinical)

	Instructor	Asst. Prof.	Assoc. Prof.	Prof.
25 <sup>th</sup>	149	207	249	300
Median	195	240	288	362
75 <sup>th</sup>	268	323	369	451
Mean	222.5	277.3	321.9	389.6

# Salary Coverage

- Minimum Percentage Effort: Most offers will stipulate a minimum percentage effort that should be covered by extramural funding
- Example: “It is expected that at the end of year 5 you will generate extramural funds sufficient to cover 50% of your salary.”
  - Will usually stipulate that your salary level may be affected if this minimum is not met.
- Negotiation Point: If coverage expectation is not in line with current extramural sponsor paylines, negotiate this point toward better alignment with the current funding climate.

# NCI Grant Funding Paylines

RPG Mechanism	2017	2018	Description
R01 Traditional Grants	10th & 12th	9th & 14th	Percentile
P01 Program Projects	17% Reduction	17% Reduction	SPL Selected*
R03 Small Grants	25	25	Impact Score
R15 Academic Research	25	25	Impact Score
R21 Exploratory Phase I	7th	7th	Percentile
R33 Exploratory Phase II*	N/A	N/A	SPL Selected*
R41/R42 STTR	21	25	Impact Score
R43/R44 SBIR	25	27	Impact Score

# Start-up Funding

- Know the Stats:

**Table 2: Start-up Costs**

Questions		Type of Institution			Region				
		Overall **	Private **	Public **	Northeastern	Midwest	Southern	Western	Other
Cost of start-up package for junior faculty?	Mean	\$798,390	\$797,952	\$798,640	\$856,224	\$785,532	\$735,313	\$918,000	\$435,000
	(std)	(\$397,938)	(\$525,020)	(\$314,734)	(\$464,917)	(\$349,927)	(\$381,163)	(\$510,999)	(\$445,477)
	Minimum	\$50,000	\$50,000	\$300,000	\$250,000	\$50,000	\$300,000	\$90,000	\$120,000
	Maximum	\$1,700,000	\$1,700,000	\$1,500,000	\$1,600,000	\$1,500,000	\$1,700,000	\$1,500,000	\$750,000
	Median	\$750,000	\$766,118	\$750,000	\$750,000	\$750,000	\$600,000	\$1,000,000	\$435,000
	n	44	16	28	10	13	16	5	2

following categories:

- Staff (Salary and Fringe)
- Equipment
- Reagents
- Project-oriented
- Other (Contractual service, etc.)

# Space

- Space Does Equal Money: Electricity, water, etc. Real costs involved.
- The Sensitivity of Space: It is finite. Negotiating space may involve sensitive issues like relocating current faculty or bartering for space with other departments
- Ask About:
  - Extramural dollars per sq. ft. of space
  - Renovations needed
  - Proximity to vivarium
  - Proximity to collaborative neighbors



# Equipment

- Shared Equipment: Investigate what shared equipment is available. Is there a cost for use?
- Smaller Equipment: Prepare a list of small equipment that will only be used by your lab (mini-centrifuges, vortexes, fridges, freezers).

# General Support

- IDC Recovery: Inquire whether a percentage of indirect cost recovery flows back to the principal investigator.
- General Support: In the event that a percentage of IDC recovery does not flow back to the PI, does the department support grant unallowable expenses via another method?

# The Negotiation Process

- Receive and Review: Express enthusiasm about receiving the offer. Take a few days to review it and make notes (keep in mind previously covered points).
- Negotiation Points: Compile a list of points you'd like to discuss.
- The Counter(s): Positively outline your negotiation points. Be prepared to defend each (keep in mind the homework you've done).
- The Closing:
  - Reach a mutually beneficial conclusion and you sign the offer letter
  - Reach an impasse and you formally decline the offer

# Throughout the Process

- Remember negotiation is a collaborative and collegial effort
- Reopen and close each step with integrity and enthusiasm
- Be clear about needs versus wants
- If you have competing offers, let your counterpart know
- If you sign, enthusiastically request next steps
- If you decline, respectfully do so as soon as you've made the decision. Giving reasons for your decision will be helpful to the recruiter.

# Practice Makes Perfect

## Especially Before Verbal (In-Person) Negotiations

- *Actually Practice*: Act out multiple scenarios with a friend or two.
  - Scenario 1 - A stubborn counterpart who will not budge on anything
  - Scenario 2 - A lackadaisical counterpart who is all over the map and cannot make a decision or hard commitment
  - Scenario 3 - A power-based counterpart who keeps pushing you to accept just a little less, of everything.
- *Post-Practice Debriefing*:
  - What did I do well?
  - Where do I need to improve?
  - How were my answers (logical, concise, supported)?
  - What is my negotiating style and how can I maximize it?

# Recap

- Negotiation is a discussion aimed at reaching an agreement.
- Negotiation style has impact on outcome of the discussion.
- Prepare for the negotiation: Do Your Homework
- Know the Process
- Practice – acting out several scenarios – is helpful

# Acknowledgements



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OSUCCC – James



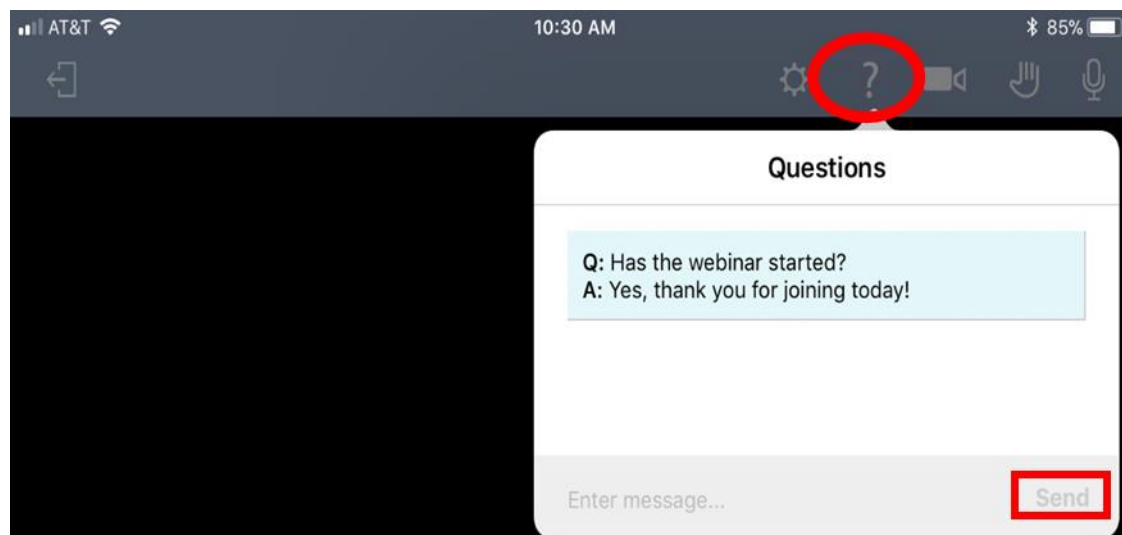
Teresa Kutcher, MA, MDiv  
Office Administrative Assistant  
Pelotonia Institute for Immuno-Oncology  
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Many thanks for their contributions to this slide presentation

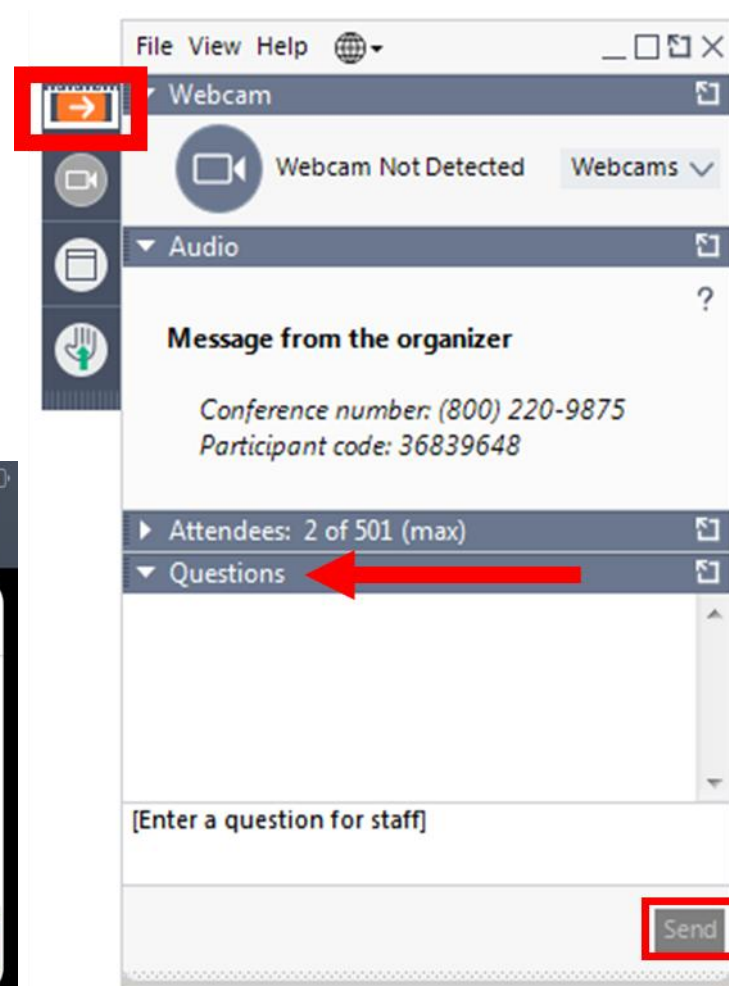
# Question & Answer Session

Type your question in the “Questions” box of your webinar panel.

## Mobile Device



## Computer





# Cancer Immunotherapy Winter School

January 13-17, 2020 – Houston, TX

[sitcancer.org/education/winter-school](https://sitcancer.org/education/winter-school)

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**Ravi Patel, MD, PhD and Christian Capitini, MD**

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**Sarah Church, PhD and Alessandra Cesano, MD, PhD**

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# CAREER CONNECTIONS

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- Search jobs by location
- Set personal notifications and preferences
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- Directly apply for open positions