



SAAAPM

SOCIETY OF ACADEMIC ASSOCIATIONS OF  
ANESTHESIOLOGY & PERIOPERATIVE MEDICINE

## The “Life Cycle of a Chair”

### Negotiating your Chair Package

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## Disclosures

I have no relevant financial relationships to disclose



## Objectives

- Define the components of the Chair’s Package
- Appreciate the role congruency with hospital and COM leadership plays in your success
- Recognizing and addressing barriers to achieving your vision



## Basic Assumptions

- Unlikely you will have as much information or as much time as you would like to make a commitment to your new position
- You cannot anticipate everything needed to be successful over the next 5-10 years
- Do not discuss your own specific needs until you have an offer
- Get a sense of what cannot be negotiated



## Components of the Chair’s Package

### The Personal Package

- Compensation
- Benefits

### The Leadership Package

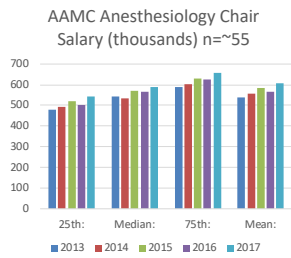
- Program Vision
- Resources Required
- Development

### The Department Package

- People
- Space and Infrastructure
- Timeline



# The Personal Package: Compensation



- Obtain information on competitive salaries for Anesthesiology Chairs
- Best source likely department administrator
- AAMC vs. SAAA
- Upward adjustments for high cost of housing
- Is there incentive tied to leadership performance?

	n	mean	sdev	pct90	pct75	pct50 (median)	pct25	pct10
AVG COMP: Chair	93	\$588,170	\$188,985	\$769,350	\$660,699	\$594,898	\$536,500	\$450,520

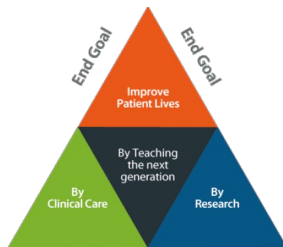
# The Personal Package: Benefits

## Things to negotiate outside basic benefits

- Start Date
- Interim pay for work performed during transition
- Interim insurance (Cobra)
- Relocation costs
- Office / Laboratory renovations
- Computers / Cell phone
- Interim housing and travel between acceptance and relocation
- Interim travel if your family doesn't relocate at the same time you commence your new role
- Leadership coaching support

# The Leadership Package: Vision

Chair's responsibility: the tripartite mission of academic medicine



Souba W. Acad Med. 2002;77:2

# The Leadership Package: Vision

## Goals of your Departmental Vision

- A vision is different than a strategic plan
- It should recognize and define a core focus
- It should establish congruency in expectations of the chair, the dean, and the CEO of the teaching hospital
- It should articulate both general and specific plans and timeline for accomplishment

Collins J. Good to Great. New York: Harper Collins; 2001.  
Lobas JG. Amer J Med, 119(7), 2006

# The Leadership Package: Resources

## Articulate vision > Share vision > Obtain resources

- Avoid "Package Envy"
  - Whatever you do get it now and get it in writing
  - More is better and a lot more is a lot better
- Pin down the measures of success
- Secure resources necessary for achieving them
- Don't Columbo the Dean



# The Leadership Package: Resources

## Consider

*You cannot anticipate everything so agree in writing to the principle that, within reason, resources needed to be successful that are not committed to as a part of the offer will be provided in good faith in the future, to the degree that the institution can respond at that time.*

Focus on accomplishments and not just a large package of resources for the sake of bragging rights

# The Leadership Package: Development

## Leadership Skills

Professional development in managerial arena is critical

- Formal training opportunities
- Leadership coaching

## Walking around funds

Consider creating a development account

- Unanticipated expenses or opportunities
- Contribution of Dean or CEO to chair's / department development account
- For use at chair's discretion to achieve mission driven goals



# The Department Package: People

## Commitment to Incremental Resources

- Obtain a list of all faculty by discipline, rank, and age (yup)
- Get sense of likelihood of staying on with department
- Understand the flexibility you have to adjust appointments
- Define how many new FTEs you will need, including administrative support
- Do not forget the educational mission



# The Department Package: Space

## Necessary to Recruit and Retain Faculty

- Inventory all space
  - Location
  - Condition
  - Age
- Walk the space with facilities expert and obtain their opinion on
  - Current condition
  - Consistent with intended use
  - Dollars allocated sufficient to get the upgrade/expansion done
- Same exercise for clinical, educational, and research space



# The Department Package: Timeline

## Schedule of Resources for positions, space, equipment and recurring and non-recurring funds

- Know
  - what now exists
  - what will be added
  - when this will occur
- How specific you define timelines depends in the culture
- of the institution
- The culture will define what you will need to be comfortable when making your decision whether to
- accept the offer



# Barriers to Success

Biebuyck JF, Mallon WT. The Successful Medical School Department Chair (Volume 3): Performance, Evaluation, Rewards, Renewal. Washington, DC: Association of American Medical Colleges Publications, 2003.

- Elements proven to be barriers to success:
  - Relationship between the chair and CEO of hospital
  - Organizational structure and funds flow of the institution
  - Presence or lack of work-life balance
  - Selection process for leaders
- Unless the CEO shares a common vision for the future of the AHC and values medical education and research as much as patient care an adversarial relationship may develop
- Use chair package to establish congruency of vision



# Summary

## The Chairs Package should reflect

Your Chairs package defines the resources for your personal, departmental, and institutional success

Congruency of vision with the Dean and CEO are essential to that success

The package should reflect the principle that we as chairs serve in the interest of our faculty

Careful and thoughtful negotiations of the package will pay dividends for years to come

