Training Director Negotiation and Advocacy Skills

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WHAT DEANS WORRY ABOUT

Cost management
  – Shrinking budgets

Enrollments
  – Competition
  – Diversity
  – Recruitment

Growth
  – Lack of faculty to support student growth
  – Global markets
  – Technology support
  – Space

Quality (assurance)
  – Compliance
  – ROI (return on investment)
  – Faculty development

Branding
  – Uniqueness
  – Marketing

Community (local, state, national, federal)
  – Regulatory constraints and compliance
  – Workforce readiness
  – Funding/development
  – Image
CP’s Challenges and Vulnerabilities

• CP’s “suboptimal fit” with their academic units
• Professional training is personnel-heavy and expensive
• CP outcomes (licensure, jobs, academic metrics) are not proximal to graduation
• CP programs must respond to accreditation demands and licensing requirements
• CP faculty typically not funded in research or other initiatives
Negotiating Strategies

• Think strategically and planfully about requests and how to make them
  • Distinguish between WANTS and NEEDS
    • Be able to articulate clearly the basis for the request
  • Be clear about for whom the request is made
    • Self
    • Program
      • Faculty
      • Students
      • Staff
      • “The program”
Negotiating Strategies (cont.)

- Know whom to ask for what
  - Dean vs Chair vs Graduate Dean
  - Avoid “end runs” unless absolutely necessary
- Tie requests to unit/institutional strategic plans, priorities
- Keep an “institutional perspective” -- put yourself in shoes of your dean
Negotiating Strategies (cont.)

- Use data to support arguments
  - Enrollment data
  - Teaching load
  - Consider local as well as national
  - Work with your office of institutional research
- Understand the budget (unit & program)
  - The different colors of money and how they can be spent
Negotiating Strategies (cont.)

• Understand institutional and program or departmental quality metrics (those used for intra and inter-institutional comparisons)
  – What is your program profile look like?
  – How does CP contribute to those of the unit?
  – How (if you get what you ask for) this will improve those metrics?
Negotiating Strategies (cont.)

- Offer solutions, not just problems
  - Share what you (the program) are already doing to address the concern
  - Do your homework re: budget, teaching loads, teaching demands, etc. and suggest a plan
- Know the “norms” for other programs
- Know accreditation standards—and what they REALLY require of your program
- Anticipate barriers and be ready to respond
Setting the Stage

• Share good news widely and promptly
  – About faculty, students, program

• Warn of bad news in advance; prepare supervisors to hear requests, complaints

• Keep information confidential