

**Why the
Start with “No!”
...Negotiating in
Tough Fiscal Times
Workshop is Important**

There are many approaches to negotiations. Understanding which approach works best in particular circumstances is fundamental to long-term success. Collaboration is important, but at what price? Boulwarism is attractive and tempting, but lacks a record of success. Integrative bargaining, problem solving, or interest based negotiations works only with cooperation. Knowing what strategies and tactics to employ is more essential now, when resources are limited, than at any time in the last decade.

This workshop covers the basis of the collective bargaining process, including proposal preparation, good faith bargaining, data analysis, concession ordering, and impasse and mediation. Participants will learn how to anchor their position and negotiate from a position of power while maintaining mutual respect. Special emphasis will be focused on the preparation of the Board of Education for their role in negotiations.

Workshop Faculty

James N. Mills, Ph.D.

Dr. James Mills is a highly regarded, veteran school superintendent and professional negotiator. He has a rare combination of administrative experience, “at the table” negotiations experience, and a high-energy public presentation style.

During his career as a professional negotiator he has represented twenty-two New York school districts in collective bargaining and has personally negotiated over one hundred and twenty agreements. Dr. Mills has taught upper level graduate courses in collective bargaining at SUNY Fredonia and is currently an adjunct professor at Niagara University where he teaches graduate courses in Employer-Employee Negotiations.

Dr. Mills is an outstanding presenter that holds interest with his refreshing frankness and candor, and by sharing practical knowledge and meaningful anecdotal experience. His presentations in the workshop series *Fiscal Navigation for Superintendents* continues to be well received and in demand. Jim is recent Past President of The Council (NYSCOSS).

Workshop Administrator

James M. Merrins, Ed.D.

Dr. James Merrins is Executive Program Administrator for Educational Support Services. He has 16 years experience as superintendent of schools in Fredonia and Honeoye, New York. During his career he has represented his school districts in collective bargaining and has personally negotiated over twenty agreements. He is NYS certified as a school business administrator and has taught school finance and public education law at SUNY colleges.

**An Important Workshops for
Negotiators, Superintendents, Personnel
Administrators, Business Administrators,
School Board Members, and others on a
District’s negotiating team
during the current fiscal crisis**

***Start with
“No”
...Negotiating in
Tough Fiscal Times***

A focus on successful negotiations

Choose from Five Locations
9:00 AM to 12:00 Noon

Western New York

**Monday, February 23, 2009
Angola (Buffalo area), New York**

Finger Lakes New York

**Thursday, February 26, 2009
Victor (Rochester area), New York**

Central New York

**Friday, February 27, 2009
Phoenix (Syracuse area), New York**

Mohawk Valley New York

**Thursday, March 5, 2009
Utica, New York**

Capital Region New York

**Friday, March 6, 2009
Latham (Albany area), New York**

Detailed information at
www.SuperintendentOfSchools.com

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Tough Fiscal Times***

Workshop Topics

- The effects of fiscal climate on collective bargaining
- Assumptions that misguide the process
- The effective use of data
- How to start with "No"
- Justification for saying "No"
- How to care, but not too much
- The right questions to ask in good faith bargaining
- Relationship management and rejection concerns
- Win-win Vs. Boulwarism and what to use in tough times
- How to transition from the competitive to the integrative approach in bargaining

Workshop Information

This workshop is based upon the extensive experience of the presenter, Dr. Mills, and the principles and concepts he developed for “Everything is Negotiable.” The research of the following contributors will be incorporated:

- William Ury, author of The Power of a Positive No;
- Jim Camp author of Start with No; and
- Herb Cohen author of Negotiate This!, By Caring...

Workshop Materials

Each workshop participant will receive workshop related materials and guides.

Costs

The cost of the workshop is \$195 for one person. \$150 per participant for the second and subsequent participant from the same school district.

DISCOUNT

At-the-Table Negotiating Skills Workshop
Participants attending this workshop can deduct \$100 per participant from the cost of the “At-the-Table Negotiating Skills” workshop in March 2009.

Web Address

www.SuperintendentOfSchools.com

Registration Information

Registration for the *Start with “No!” ...Negotiating in Tough Fiscal Times* workshops can be completed in any one of three ways.

1. Complete and submit the *Registration Form* accompanying this brochure.
2. Request a *Registration Form* from the Program Administrator at the telephone number 716/672-5473.
2. Download the *Registration Form* from: www.SuperintendentOfSchools.com

Please register at least one week prior to the program date.

Registration confirmation and a location map will be mailed to you.

Sponsors

Educational Support Services

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Dept. of Educational Administration
Suzanne Gilmore, Chairperson