



COUNSELORS' HONOR NEGOTIATION

Confidential Information for the Development Director

You are the Director of Development for Counselors College, an institution dedicated to training professional counselors for schools, chaplaincies, and therapy and coaching practices. Counselors' College is committed to serving the public good through scholarships and fellowships to people with disadvantaged backgrounds or who pledge to serve disadvantaged populations. Counselors' College also provides continuing education and resources to counselors already in the field.

Counselor's College has a donor base of loyal alumni and philanthropists aspiring to reduce dysfunction in families, schools, and communities. Except for a few celebrity and web-based counselors, most of its alumni are not wealthy. Board members and donors include some wealthy media moguls, who support the idea of improving lives "one well-counseled decision at a time."

Right now, you *must* avoid disaster at the College's annual fundraising tribute dinner, ONLY TWO WEEKS away! Long ago, the event committee selected the dinner's three honorees. They planned on three short videos, highlighting each honoree's contribution to Counselor College's mission. You had delegated this to your Assistant Director, who was to work with honorees on their scripts (for thematic consistency) and arrange for video production. A few days ago, you fired the Assistant Director when she was caught attempting to embezzle College funds. You then learned she had done NOTHING on the honorees' videos and a myriad of other tasks for the dinner.

You've been working non-stop since then; the dinner must go on! Without the assistant, you will have to be involved in the video, preparing questions, providing thematic or scripting ideas, and making editorial content choices. This will take time you don't have. You don't want to ask people inside the College to assist because the last minute rush might lead negative evaluation of your management competence. Thus, you MUST hire a videographer to film the honorees and do the video-editing. You can't do that yourself. You don't want to worry about the video's final quality.

You spoke confidentially about the problem yesterday with the College's bank representative who had discovered the embezzling. She suggested you contact another bank customer, Pat Pinley, a local arts conservatory graduate who runs a small video company. You emailed to Pat, who agreed to meet with you this morning to discuss the project and its cost.

In preparation, you've thought about how much you could pay. The committee had budgeted \$10,000 for video production. If possible, you would like to pay less, as every dollar saved leaves more for scholarships and fellowships to the disadvantaged. You surely don't want to overpay for a lower quality job. However, if pressed (and if you have confidence in the videographer's work quality), you could add \$5,000 to \$10,000 to get to the \$15,000 - \$20,000 range. After all, you won't be paying the embezzler's salary for a while. If necessary, you could probably take another \$5,000 from the College's library budget, as the video would go to its archive. That's as creative as you can get and still feel comfortable, so \$25,000 is your absolute limit for this project. If Pay demands more than \$25,000, you will either abandon the video idea, or be forced to go to the College's board to see if someone could help through connections with Hollywood movie studios. You would worry about this causing the board to doubt your management competence. On the other hand, you don't want to squander your time or your reputation solving this problem.