

Persuasion Case 1: Case Role A

“Persuader Role”: Dean/Administrator at Universal Public University, a mid-sized university located in Great State, USA.

You are a high-ranking executive (Dean or similar) at Universal Public University (UPU) in Great State, USA. You will be meeting with the provost’s office soon and you want to persuade the Provost to initiate a new certificate approach to the portfolio of what the university offers. UPU has no history of offering certificate programs, although you do know that not all the majors UPU tried to launch in the past few years were successful. One really left egg on the university’s face. This approach holds none of those risks. You need to persuade the provost to get their “thumbs up” (and some start up funds) so that you can move ahead with the process. While you can make up the specific topic area to talk about, so that you can add details in fields you have comfort with, here are some of the points that may help you:

- 2 of the 4 schools you benchmark against offer certificates.
- You have some basic market research that supports the viability of and interest in such a program.
- Certificates would be granted for 10-12 hours of course-based training, following a structured, pre-determined series of courses.
- Certificate students are anticipated to be post-graduate students who are looking for a way to enhance their job competitiveness without the commitment of a whole degree program.
- Since you propose that these credits could fully move into a degree program, you anticipate that an impressive proportion of the certificate students would be highly likely to pursue the degree after obtaining the certificate.
- Current students could also earn the certificate, thus enhancing their marketability post graduation.
- Certificates seem to be more meaningful than minors to employers. It’s the new thing.
- Most of the faculty you need are right here at UPU and others can be brought in through consulting or cooperative agreements.
- You can structure the certificate program to capitalize on a couple of large enrollment, hybrid overview courses.
- This could serve as a much-needed revenue generator for the school.
- This could serve as a way to demonstrate that the school and UPU are innovative and introducing new ways of meeting the needs of Great State citizens.
- You would need startup funds and approval to get the ball rolling on this great idea!

Think about your S-P-I-N:

Situation:

Problem:

Implications:

Need-Payoff:

Persuasion Case 2: Case Role A

“**Persuadee Role**”: The Vice Chancellor of Universal Public University, a mid-sized university located in Great State, USA.

Today you will be meeting with an Associate Dean from the College/School that teaches Ag, Life Sciences and Natural Resources. S/he has asked to meet with you about UPU's community partnerships. Here are some things you believe or know:

- Community engagement falls under your portfolio—you believe that UPU could write whole books on how it engages with communities since you have programs or connections in every county of the state (at least three of the schools/colleges have major connections across the state, including Ag, Life Sciences and Natural Resources).
- These community connections give UPU real insight into community-based needs and help UPU to address its goals around equity, workforce development, recruitment, industry support, among a dozen other vital concerns.
- UPU has a trusted set of community partners which are long-standing relationships.
- Your predecessor had to intervene in a couple of situations that highlighted the complexity of community partnerships: instances of the non-profits being unable to account for the monies they had been given and there were issues of agreed upon outcomes not being achieved. Getting the proper forms in for contracts and checking up on those contracts was a total nightmare. Your predecessor shared with you stories of more than a few sleepless nights as they wished you better luck in the job!
- This frustrates you: you personally can't understand just how those organizations run. They certainly don't run with the efficiency or transparency that UPU is required to live by. Of course the Chancellor and some stakeholders in government want UPU to partner so that you can make headway on issues like equity and serving needs across the state, but they also expect that the same standards that UPU follows will be followed by UPU's partners.
- From your vantage point, UPU can check the boxes of partnership with organizations with whom you have long-standing relationships, who you trust, and whose systems reflect sound financial structures like UPU's. You don't want partnerships with barely functioning entities—you're a university and not in the business of charity.
- Good stewardship of resources is important—particularly when those resources are scarce. And these days resources are scarce.