Topics: Event 911: Risk and Crisis Management

EVNT: 3160:0001
The University of Iowa
School of Journalism & Mass Communication

Instructor: Tracy Hufford

Location: E254 AJB

Time: 11:00-12:15 p.m. Monday & Wednesday

Student Drop In Hours: 1:00 to 3:15 p.m. Mondays & Wednesdays and by appointment

Contact:
tracy-hufford@uiowa.edu
E 346B Adler Journalism Building
319-335-3482- office
*Email is the best way to reach me

Course Overview:
Risk management at events is almost a daily headline in our current world. It is fast becoming a priority in the planning of meetings and events. No longer is risk management being perceived as a task that will be addressed after an event has been conceived, designed and organized. We are seeing risk management being embedded in event design and development. In this course we will explore the risk and crisis management field through speakers, research, and hands-on experiences.

Prerequisite and requirements:
Students must be willing and able to put in time outside of class to attend an event and visit an event site. It may be necessary to travel off campus or out of Iowa City to complete these tasks.

Text:
There is no required text. Supplementary readings and resources will be posted to ICON.
Major Assignments:
Major assignment sheets are attached at the end of this syllabus. Each assignment will be discussed in more detail in a timely manner, but here is the gist:

- **Attendance & Participation**: Attendance in this class is very important and your grade will be affected by poor attendance. I will administer at least 6 unannounced attendance quizzes throughout the semester. You will be given additional points for class participation and engagement. (60 points)

- **Current Event 911: Crisis Reports**: Students will monitor online media and select an event crisis of interest and will present a recap on their assigned day. (20 points)

- **Speaker preparation and response**: You will submit a 3 paragraph bio and 3 questions for each guest speaker by the start of the class period before their visit via ICON. (10 points each)

- **Topic Seminar**: Each week we will have assigned reading that is posted to ICON. You will work in teams of 2 students and sign up for a date and topic that you will be responsible for. You will be in charge of presenting a summary of that assigned reading to the class and lead discussion. (75 points) There will be unannounced pop quizzes over the assigned readings.

- **Preparing and Emergency Action Plan**: Your Final Event Risk team will act as the risk manager for your class event. You are charged with preparing a written emergency action plan that will be the centerpiece of your final risk assessment plan. You will present to the class for discussion and feedback. Presentations must include the report and an electronic visual aid (such as Power Point). (50 points)

- **Case Studies**: Students will work in teams of 2 to examine a real event crisis case study. You will outline and discuss pre-event, event and post-event details and present to the class. (50 points)

- **Final Event Risk Assessment and Analysis**: This report will challenge you to work in teams of 3-4 students to examine and present to the class a real local event for potential crisis/hazard situations and identify the risks you will need to be prepared to manage. (125 points)
Grading:

100% A   88-89% B+   78-79% C+   68-69% D+
94-99%  A  84-87% B   74-77% C   63-67% D
90-93%  A- 80-83% B-   70-73% C-  60-62% D-

Attendance and Participation:
I aim to make each meeting essential and meaningful, so please plan to attend every session or risk missing out on something important. You cannot be successful in this class if you are not consistently present and prepared. Out of respect for your classmates and our schedule, please also arrive on time and stay for the entire class period. Failing to do so will impact your grade.

Students who must miss class are accountable for all material presented and assignments given during their absence. It is your responsibility to communicate with me or your classmates to see what you need to know for the next session and to turn in any work that was due during the missed class period prior to the next meeting. In-class work may not be made up.

Participation
In-class contribution is a significant part of your grade and an important part of our shared learning experience. Your active participation helps me to evaluate your overall performance.

You can excel in this area if you come to class on time and contribute to the course by:

- Providing strong evidence of having thought through the material.
- Advancing the discussion by contributing insightful comments and questions.
- Listening attentively in class.
- Demonstrating interest in your peers’ comments, questions, and presentations.
- Giving constructive feedback to your peers when appropriate.

Late Work & Early Work
As budding event planners, it’s essential that you meet deadlines with no exceptions. I will accept late work only in extreme circumstances, including an utterly debilitating illness or a documented family crisis. It is important that you communicate with me as soon as possible if you feel you will miss turning in an assignment and provide adequate documentation to prove your given excuse.

On the other hand, early work is accepted and celebrated in this course. Event planners must have an excellent sense of what needs to be done when to maximize productivity and success. I’m giving you all of the course assignment details now. If you wish to begin working on your assignments and turn them in before the deadlines, be my guest. Please check in with me and let me know of your plans in case there’s anything you need to know before you dig in.
Administrative Home
The College of Liberal Arts and Sciences (CLAS) is the administrative home of this course and governs its add/drop deadlines, the second-grade-only option, and other policies. These policies vary by college ([https://clas.uiowa.edu/students/handbook](https://clas.uiowa.edu/students/handbook)).

Absent Students
All students have the responsibility of attending class and of contributing to the learning of their peers through active participation. Students are also responsible for knowing the absence policy of their courses, which will vary by instructor. All syllabi must confirm to the UI policy related to student absences, including the Holy Day obligations policy.

Accommodations for Disabilities
UI is committed to an educational experience that is accessible to all students. A student may request academic accommodations for a disability (such as mental health, attention, learning, vision, and physical or health-related condition) by registering with Student Disability Services (SDS). The student should then discuss accommodations with the course instructor ([https://sds.studentlife.uiowa.edu/](https://sds.studentlife.uiowa.edu/)).

Nondiscrimination in the Classroom
UI is committed to making the classroom a respectful and inclusive space for all people irrespective of their gender, sexual, racial, religious or other identities. Toward this goal, students are invited to optionally share their preferred names and pronouns with their instructors and classmates. The University of Iowa prohibits discrimination and harassment against individuals on the basis of race, class, gender, sexual orientation, national origin, and other identity categories set forth in the University’s Human Rights policy. For more information, contact the Office of Equal Opportunity and Diversity ([diversity.uiowa.edu](http://diversity.uiowa.edu)).

Academic Integrity
All undergraduates enrolled in courses offered by CLAS have, in essence, agreed to the College’s [Code of Academic Honesty](https://clas.uiowa.edu/students/handbook/academic-fraud-honor-code). Misconduct is reported to the College, resulting in suspension or other sanctions, with sanctions communicated with the student through the UI email address ([https://clas.uiowa.edu/students/handbook/academic-fraud-honor-code](https://clas.uiowa.edu/students/handbook/academic-fraud-honor-code)).

Electronic Communication
Students are responsible for official correspondences sent to their UI email address (uiowa.edu) and must use this address for all communication within UI ([Operations Manual, III.15.2](https://clas.uiowa.edu/students/handbook/)).

Making a Complaint
Students with a complaint should first visit with the instructor or course supervisor and then with the departmental executive officer (DEO), also known as the Chair. Students may
then bring the concern to CLAS (https://clas.uiowa.edu/students/handbook/student-rights-responsibilities).

Final Examination Policies
The final exam schedule for each semester is announced around the fifth week of classes; students are responsible for knowing the date, time, and place of a final exam. Students should not make travel plans until knowing this final exam information. No exams of any kind are allowed the week before finals (https://clas.uiowa.edu/faculty/teaching-policies-resources-examination-policies).

Sexual Harassment
Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community must uphold the UI mission and contribute to a safe environment that enhances learning. Incidents of sexual harassment must be reported immediately. For assistance, definitions, and the full University policy, see https://osmrc.uiowa.edu/.

Course Objectives:
Students in this course will gain a broad understanding of the venue management field, especially through the lenses of law, ethics, and responsibilities. This course will review and examine the principles and practices associated with managing a public assembly venue and the nature of the venue business. This course is designed to assist in understanding the concepts related to this professional field.

Law & Ethics Learning Goal
Understand and apply the principles and laws of venue management in real space and demonstrate an understanding of professional ethical principles and their historical development.

✓ Students will demonstrate an ability to anticipate and recognize ethical issues when they arise and to reason through them taking multiple perspectives and contexts into account.

✓ Students will demonstrate an ability to explain their ethical approaches and reasoning about a particular dilemma in terms that can be understood by a diverse group of people.

Multiculturalism Learning Goal
To demonstrate an understanding of the diversity of groups (including communities defined by gender, race, ethnicity, age, religion and sexual orientation) in a global society in
relationship to communications and venue management.

✓ Students will demonstrate an ability to understand the management principles of venue operations that serve the needs and interests of diverse communities.

✓ Students will demonstrate sensitivity to and understanding of the cultures, histories, perspectives, and socio-economic and political situations of diverse groups.

✓ Students will demonstrate an ability to work with members of diverse groups to engage publicly over issues of community interest.
Schedule:

**Week 1:**
Monday, Jan. 20: **NO CLASS Martin Luther King Jr. Holiday**
Wednesday, Jan 22: Primary assignment explanations, class projects introduced and sign ups

**Week 2:**
Monday, Jan. 27: Discussion: Intro to Crisis Management
Wednesday, Jan 29: Discussion: Role of crisis management. Sign ups due.

**Week 3:**
Monday, Feb. 3: Groups meet
Wednesday, Feb. 5: 11:00: Discussion: Crisis Management model

**Week 4:**
Monday, Feb 10: Speaker: Josie Bathke- U of I Risk Management
Wednesday, Feb. 12: Group presentations of event chosen for Final Risk Assessment

**Week 5:**
Monday, Feb. 17: Discussion: Topic Seminar: Legal and Ethical Compliance
Wednesday, Feb. 19: Discussion: Role of crisis management

**Week 6:**
Wednesday, Feb. 26: Discussion: Topic Seminar: Loss prevention and security

**Week 7:**
Monday, March 2: Discussion: Newbo Evolve Present Case Study 2.
Wednesday, March 4: Discussion: Topic Seminar: Emergency Preparedness, Assignment detail for EAP.
Friday, March 6: **Spring Internship Networking Fair: 11:30-1:30 p.m. Art Bldg West**

**Week 8:**
Monday, March 9: Speaker: Dave Wilson JC EMS.
Wednesday, March 11: Discussion: Topic Seminar: Communication

Spring Break! Enjoy and be safe!
Week 9:
Monday, March 23: Speaker: Toni Floback, Contemporary Services Corp.
   Go over sample EAP outline.
Wednesday, March 25: Discussion: Topic Seminar: Marketing Issues. Case Study 3
   Midterm course evaluations.

Week 10:
Monday, March 30: Discussion: Topic Seminar: Site Management Present Case Study 4
Wednesday, April 1: Work day

Week 11:
Monday, April 6: Case Study 5 Discussion: Topic Seminar: Program Design.
Wednesday, April 8: Work day

Week 12:
Monday, April 13: Present Case Study 6 Topic Seminar: Administrative Safeguards
Tuesday, April 14-15: Event Management Field Trip to Chicago
Wednesday, April 15: NO CLASS

Week 13:
Monday, April 20: Zoom speaker: John Whitney. Location: Brownell Board Rm. E 254 Adler
Wednesday, April 22: Discussion: Topic Seminar: Attendee Management. Due: EAP

Week 14:
Monday, April 27: Speaker: Ashten Hayes- Iowa City Police Dept.
Wednesday, April 29: Present Case Study 7, 8 and 9.

Week 15:
   End of course evaluations.
Wednesday, May 6: Final Event Risk Assessment presentations.

Week 16:
Finals Week We will not meet and we do NOT have a final.

{{PS: It's important to be flexible! Please note that this is a tentative schedule. Unplanned opportunities and challenges may require changes. }}
**Current Event 911**

**20 points**

A successful event manager is on top of industry trends, and keeps an eye on what is happening in events world - both good and bad. To get you in the habit, I’m asking each student to sign up for a class period to verbally report to the class about an event crisis in the news. (One or two student presentations per class - sign up under the assignment tab via google doc.)

This event can be from recent or past news or perhaps you can share an Event 911 that you witnessed. (Just make sure that it is not listed as one of our case study examples.) This event crisis can be any type, any event, anywhere in the world. You will present a recap of the crisis starting with information about the event itself. Please be sure to include information about the details of the event itself, the venue, who was in charge of the event, and who was in attendance, what hazard/crisis happened at the event, what was its impact, and what was the fallout after the event.

You may use online resources to tell us how the event crisis unfolded, how the event/venue managers handled the crisis, guest reactions/impact, emergency responders actions, and any post-event follow up (did procedures change, lawsuits, event management changes etc.)

Your presentation should be brief (10 minutes) and informal, but you should plan to pull up a visual to help foster understanding and discussion. Event 911 discussions will generally be at the start of our class period, so please plan to arrive a few minutes early on your day to set up.
Speaker Preparation
10 points each

We are lucky to have some interesting, experienced crisis and emergency managers join us for in-depth conversations about their work. To help our guests know that we are engaged, and to make the most out of their visits, you should conduct a little research on each person and their work in advance.

Based on that research, please submit to ICON on our assignment tab, a 3+ paragraph summary of the speaker’s bio and pertinent details about their occupation/place of work along with at least 3 questions you’d like to ask the speakers.

I will likely browse through the submissions and let our speakers know about the topics you would most like them to cover. You should plan to ask one of your questions if there’s a lull or an appropriate time.

Speaker Preparations are due by the start of the class period before the speaker’s visit. Example: If the speaker is coming on a Wednesday, the assignment is due by the start of class Monday of that week.

Class Speakers

Class event clients: See syllabus

Feb. 10: Josie Bathke – U of I Risk Management

March 9: Dave Wilson- Director of Johnson County EMS

March 23: Toni Floback: CSC (Contemporary Services Corp.)

April 20: John Whitney IV, Emergency Concierge International

April 27: Ashten Hayes: IC Police Department
Event 911 Case Studies
50 Points

At the start of our course, I will have discussed that we will be utilizing all sorts of event crises as examples to learn from. To better understand this fast changing tenet of event management, you will work in groups of 2 to choose an event case study with a major event crisis. Sign up for your case study and team under the assignment tab via Google doc. Your group will thoroughly examine this event from start to finish. You will explore the major details of the event such as the pre-planning and set up. Who were the decision makers, event managers/promoters and key stakeholders? What venue hosted the event? Describe that venue and layout in detail. Detail how the event managers/key stakeholders and emergency responders handled the crisis. What steps did they take? Who were the event attendees and what was the event crisis’ impact on them? What were the post-event effects? Were event processes, emergency response or procedures changed? What was the public/press’s reaction?

In your report and presentation you will cover the following topics:

- Event Description
- Event Managers/Promoters
- Type of venue
- Brief history of the venue
- Owned/managed by whom
- Past event crisis or emergencies at the venue
- Available layout/diagrams
- Capacity of the venue and guest attendance
- Breakdown of how the event crisis unfolded
- Event/Venue Manager’s response
- Emergency responders response
- Post event- follow up, changes made or suggested, news in the press, charges or lawsuits filed?
- What are your recommendations for steps that should have been taken in pre-event, event and post event stages?

You are welcome to include in your report any other tidbits or facts that you can discover about the event and crisis. Be sure to include lots of visual aids in your presentation.

You will upload your report and Power Point to ICON under the assignment tab - each student will need to turn these 2 items to ICON to get credit.

Your assignment is due at the start of the class day prior to your assigned day. You will be graded on your report and your in class presentation/discussion. Good preparation and organization is the key to a successful outcome.
Case Study: Event Crises

1991 U of Iowa Shooting
1999 Texas A&M bonfire collapse
2000 Denmark Pearl Jam concert crush
2002 Bali Nightclub Club bombing
2002: Moscow theater siege
2003 Jakarta Marriott hotel bombing
2006: Philippine stadium stampede for game show tickets
2006: Meerut, India- Fire at consumer products fair
2011 Stage collapse- Indiana State Fair: Sugarland concert
2013 Boston Marathon bombing
2013 Pulse Orlando Night Club Shooting
2015 Paris street festival truck attack
2016 Berlin German Christmas market
2016 Olympics- Rio de Janeiro Zika outbreak
2017 Las Vegas Concert Shootings
2017 Manchester UK Ariana Concert bombing
2018 Thousand Oaks Country & Western Bar Shooting
2019 Fyre Festival
Case Study Paper Format

A. Event Considerations:
   a. Geographical considerations, history
   b. Timeline, event dynamics

B. Planning areas: what action was taken to reduce the long-term risk to human life, property, and infrastructure from hazards
   a. Prevention/deterrence- how did the stakeholders plan to prevent/avoid hazard?
   b. Preparedness- what steps were taken to prepare for potential hazard?
   c. Emergency assessment/diagnosis- was this action taken?
   d. Emergency management/response- was there a plan in place for this?
   e. Hazard mitigation- what steps were taken to lessen risk of hazard?
   f. Recovery/remediation- was there a plan for follow up to an actual event hazard?

C. Leadership (event organizer’s) issues: Event organizer’s role- what did they do/should they have done?
   a. Preparedness/planning
   b. Recognition of problem/issue
   c. Initial actions
   d. Delegation of responsibility/activities
   e. Accountability
   f. Communication inside the event
   g. Communication outside of the event
   h. Transition to recovery

D. Key Lessons.
   a. Conclusion of crisis- how did it end? How is it remembered now?
   b. Impact of the event crisis on the organizers- what happened to them after the event?
**Topic Seminar**

**75 points**

**Present a reading topic.** Each week we will have assigned reading that is posted to ICON in the assignment tab. At the beginning of the semester you will sign up in teams of 2 students for a date and topic that you will be responsible for.

You will be in charge of presenting a summary of that assigned reading to the class. You will highlight the main points of the reading and lead the class discussion. Ideally, I encourage you to find “real world” relevant examples of each of the main points in a chapter. The assignment is not looking for a recitation of the chapter text- apply the lessons in each chapter to some examples from online research about the topic or experiences you might have had. It would be helpful to have some real world examples of that topic in practice.

Throughout your presentation, you will include at least 3 questions/topics/game quizzes that the class will discuss and answer together.

You will upload an outline or slides of your topic summary to ICON under the assignment tab- each student will need to turn in the presentation to ICON to get credit. Your assignment is due at the start of the class day prior to your assigned day. You will be graded on the outline and your in class presentation/discussion. Good preparation and organization is the key to a successful outcome.

I will also supplement the discussion with additional materials and information about the topic at hand. I will send each team some supplemental resources that can be used in class, if desired.

Each team is invited to meet with me in my office 30 minutes prior to class on the in class presentation day.
Emergency Action Plan
(Central piece to Final Event Risk Analysis)
50 Points
Due: April 22

Your Final Risk & Assessment Analysis team will act as the risk manager for your assigned project. You are charged with preparing a written emergency action plan.

You are responsible for preparing the emergency action plan for your event and this plan will be incorporated into your Final Risk and Assessment Plan. Using methods, strategies, tables, and other resources we have looked at in this course, prepare and emergency action plan that addresses a range of emergencies. Some types of risks you might address:

*Weather  
*Security (criminal activity or civil disturbances)  
*Medical emergency  
*Bomb Threat  
*Active Shooter  
*Fire

You will present your report and suggestions to our class. Presentations must include the report and an electronic visual aid (such as Power Point). You will submit both items to ICON under the assignments tab and each team member must submit these items. In class we will discuss each report and look for possible holes, incomplete analysis and suggest improvements to incorporate into your final draft in the Final Risk Assessment & Analysis Plan.

Final: Event Risk Assessment & Analysis  
Due: May 4  125 Points

To demonstrate your understanding of all of the facets of event risk management you will be responsible for an intensive event risk profile and analysis. At the beginning of the semester, you will sign up in teams of 4-5 students and will select a local event to report on. The event must be approved by the instructor and cannot be the same event as any other group in class. Please sign up under our discussion post on ICON making sure that you are not already working with these team members on other assignments in this course.

Your group will work with the local event managers and research and explore all potential crisis/hazard situations that might be a factor in the event. You will prepare an Emergency Action Plan (see assignment above). You will list, analyze, prepare and plan for all potential event hazards/crises that you will need to be prepared to manage. Once the potential crisis/hazards have been identified, you will explore them in the 3 phases of event management: 1) Pre-plan/risk avoidance, 2) Management of them if they happen in the event and 3) Follow up/post-event steps after an event crisis/hazard.

You are expected to meet in person with the local event managers, stakeholders, staff and/or volunteers. You will report on all facets of the emergency preparedness for the event, design/supplement/critique current emergency plan, discuss how it is managed, implemented and utilized for the event. You will cover the topics we have discussed/listed on our course syllabus. You are free to add any additional information you deem relevant to your report, such as a detailed description of the event itself, identify and describe the event managers/key players, and the event goals. The paper should be 6-8 pages in length and single-spaced.

The paper must be contain no grammatical or spelling errors and include your group member names. This paper will serve as your final exam for the course. Each group member will upload a copy of the paper to ICON under the assignment tab. Each group will give a 20-30 minute presentation to the class regarding all aspects of the emergency plans for the event. Presentations should include electronic visual aids such as Power Point, Prezi, supplemental documentation, graphics, venue/event layouts and design, etc.

Event possibilities:

U of Iowa Dance Marathon, Feb. 7-8
Englert: Paula Poundstone, April 24
Run Crandic: Marathon from Kinnick to Newbo, April 26
Think Iowa City: Restaurant Week, 2/15-2/24
City of North Liberty: Beat the Bitter: North Liberty, 1/25-2/1
City of Coralville: Brrr Fest, 1/25
Day 1 Survey

Name:

Preferred pronouns: (examples: she, her, hers; he, him, his; they, them, theirs) etc.

How is your name pronounced?

Major:

Have you signed up to earn or are you planning to earn your Certificate in Event Management?

Hometown:

Hobbies:

What are the reasons that you enrolled in this course?

Is there anything else you'd like me to know about you?