Topics: Event 911: Risk and Crisis Management

JMC/EVNT: 3185:0003
The University of Iowa
School of Journalism & Mass Communication

Instructor: Tracy Hufford
Location: E254 AJB

Time: 11:00-12:15 p.m. Monday & Wednesday
Office 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:** I will administer at least 6 unannounced attendance quizzes throughout the semester at 10 points each. (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. (15 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. (60 points) There will be unannounced pop quizzes over the assigned readings.

- **Class Project: DM Risk Management Assessment and Analysis:** You will work in teams of 2-4 students and will select a portion of Dance Marathon’s Crisis Plan/Assessment to analyze. You will research and report on all aspects of how this risk is managed and your analysis on how to improve or add to it. You will present to the class. Presentations must include a written report (6-8 pages) and electronic visual aid (such as Power Point). (50 points)

- **Case Studies:** Students will work in pairs and examine a real event crisis case study. You will outline and discuss pre-event, event and post-event details and present to the class. (75 points)

- **Final Event Risk Assessment and Analysis:** This report will challenge you to work in teams of 2-3 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.

Professionalism: Professionalism is key in event planning and is key in building a positive relationship with your client. I reserve the right to lower your final grade by up to 5 percent for each instance of unprofessional behavior. Examples of unprofessional behavior include showing up for client presentations in sweatpants, disrespectful communication with your client or teammates, arriving late or leaving class early without good cause, talking or using your electronics during class discussions, etc.
The College of Liberal Arts and Sciences: Important Policies and Procedures

Administrative Home
The College of Liberal Arts and Sciences is the administrative home of this course and governs matters such as the add/drop deadlines, the second-grade-only option, and other related issues. Different colleges may have different policies. Questions may be addressed to 120 Schaeffer Hall, or see the CLAS Academic Policies Handbook at https://clas.uiowa.edu/students/handbook.

Electronic Communication
University policy specifies that students are responsible for all official correspondences sent to their University of Iowa e-mail address (@uiowa.edu). Faculty and students should use this account for correspondences (Operations Manual, III.15.2, k.11).

Accommodations for Disabilities
The University of Iowa is committed to providing an educational experience that is accessible to all students. A student may request academic accommodations for a disability (which includes but is not limited to mental health, attention, learning, vision, and physical or health-related conditions). A student seeking academic accommodations should first register with Student Disability Services and then meet with the course instructor privately in the instructor's office to make particular arrangements. Reasonable accommodations are established through an interactive process between the student, instructor, and SDS. See https://sds.studentlife.uiowa.edu/ for information.

Nondiscrimination in the Classroom
The University of Iowa 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, or visit diversity.uiowa.edu.

Academic Honesty
All CLAS students or students taking classes offered by CLAS have, in essence, agreed to the College's Code of Academic Honesty: "I pledge to do my own academic work and to excel to the best of my abilities, upholding the IOWA Challenge. I promise not to lie about my academic work, to cheat, or to steal the words or ideas of others; nor will I help fellow students to violate the Code of Academic Honesty." Any student committing academic misconduct is reported to the College and placed on disciplinary probation or may be suspended or expelled (CLAS Academic Policies Handbook).
CLAS Final Examination Policies
The final examination schedule for each class is announced by the Registrar generally by the fifth week of classes. Final exams are offered only during the official final examination period. No exams of any kind are allowed during the last week of classes. All students should plan on being at the UI through the final examination period. Once the Registrar has announced the date, time, and location of each final exam, the complete schedule will be published on the Registrar’s web site and will be shared with instructors and students. It is the student’s responsibility to know the date, time, and place of a final exam.

Making a Suggestion or a Complaint
Students with a suggestion or complaint should first visit with the instructor (and the course supervisor), and then with the departmental DEO. Complaints must be made within six months of the incident (CLAS Academic Policies Handbook).

Understanding 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 have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. See the UI Office of the Sexual Misconduct Response Coordinator for assistance, definitions, and the full University policy.

Reacting Safely to Severe Weather
In severe weather, class members should seek appropriate shelter immediately, leaving the classroom if necessary. The class will continue if possible when the event is over. For more information on Hawk Alert and the siren warning system, visit the Department of Public Safety website.

Course Objectives:

Students in this course will gain a broad understanding of the event risk management field, especially through the lenses of event management, case studies and law & ethics. This course will review and examine the principles and practices associated with managing the risks and hazards that can potentially occur at an event. This course is designed to assist in understanding, verifying and responding to a variety of event crises.
**Schedule:**

**Week 1:**
Monday, Jan. 15: **No Class**  Martin Luther King Holiday
Wednesday, Jan 17: Primary assignment explanations, class projects introduced and sign ups.

**Week 2:**
Monday, Jan. 22: Discussion: Intro to Crisis Management, role of crisis management.  All sign ups due.
Wednesday, Jan 24: Discussion: Dance Marathon- Emergency Plans

**Week 3:**
Wednesday, Jan. 31: Discussion: Crisis Management model, process, tools and techniques.

**Week 4:**
Monday, Feb 5: Speaker: Josie Bathke- U of I Risk Management
Wednesday, Feb. 7: DM 1 Plan Follow up. Discussion: Topic Seminar: Legal and Ethical Compliance

**Week 5:**
Wednesday, Feb. 14: Discussion: Topic Seminar: Loss prevention and security

**Week 6:**
Wednesday, Feb. 21: Discussion: Topic Seminar: Emergency Preparedness

**Week 7:**
Monday, Feb. 26: Speakers: Floyd Johnson and Dave Wilson- Emergency Management
Wednesday, Feb. 28: Speakers Cont.: Role Play

**Week 8:**
Monday, March 5: Present Case Study 3. Discussion: Topic Seminar: Administrative Safeguards
Wednesday, March 7: DM 2 Plan. Discussion: Topic Seminar: Communication

**Week 9:**
Spring Break! Enjoy and be safe!

**Week 10:**
Wednesday, March 21: Discussion: Topic Seminar: Marketing Issues
Midterm course evaluations.
Week 11:
Monday, March 26: Speaker: Mike Hartley UIHC Emergency Coord.

Week 12:
Monday, April 2: Discussion: Topic Seminar: Program Design
Wednesday, April 4: Present Case Study 6. Roles of leaders vs employees in crisis management

Week 13:
Monday, April 9: Speaker: Kinnick security.
Wednesday, April 11: Present Case Study 7 Discussion: Topic Seminar: Site Management

Week 14:
Wednesday, April 18: Present Case Study 9. Post event actions after crisis

Week 15:
Wednesday, April 25: Present Case Study 10. Early birds present Final Risk Assessment presentations.

Week 16:
Wednesday, May 2: Final Event Risk Assessment presentations.

Week 17:
**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
15 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)

This event can be from recent or past news. (Just make sure that it is not listed as one of our case study
eamples.) 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 etc.

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 (5-10 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.

Speakers:

Feb. 5: Josie Bathke – U of I Risk Management

Feb. 26 and 28: Floyd Johnson- U of I Director of Emergency
Dave Wilson- Director of Johnson County EMS

March 26: Mike Hartley- UIHC Coord. of Emergency Response
SCS Security

Kevin Grothe- Memphis in May Festivals

Scott Stevens: IC Police Department
Event 911 Case Studies
75 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. Your group will thoroughly examine the 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 stake holders? What venue hosted the event? Describe that venue and layout in detail. Detail how the event managers/key stake holders 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 Paper Format

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

B. Planning areas:
   a. Prevention/deterrence
   b. Preparedness
   c. Emergency assessment/diagnosis
   d. Emergency management/response
   e. Hazard mitigation
   f. Recovery/remediation

C. Leadership (event organizer’s) issues:
   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

The case study should include the following, as appropriate:

* Brief biography of the event organizers and preparation for this event.
* Crisis background- how did this occur?
* Event organizer’s role- what did they do/should they have done?
* Conclusion of crisis- how did it end? How is I remembered now?
* Impact of the event crisis on the organizers- what happened to them after the event?
Topic Seminar
60 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.

To aid in our class discussion you may cite some examples from online research about the topic. It would be helpful to have some real world examples of that topic in practice. You will design a list of at least 3 questions/topics that the class will discuss and answer together.

You will upload an outline of your topic summary to ICON under the assignment tab- each student will need to turn in an outline 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.

P.S. In most cases I will also supplement the discussion with additional materials and information about the topic at hand.
Dance Marathon Event Risk Analysis
50 Points

Each student will work in a group of 4 students to examine a portion of Dance Marathon’s Emergency plans. You will also have the opportunity to observe and report on successes and failures of the event’s risk management if you attend the dance and shadow the emergency team.

Your report will be made up of both written notes, additions, changes to the current DM plans about the venue and a Power Point (or other electronic visual aid) explaining your findings. You will submit both items to ICON under the assignments tab.

Dance Marathon Group 1
Dance Marathon Group 2
Dance Marathon Group 3
Dance Marathon Group 4
Dance Marathon Group 5

Topics you will want to cover come from our course syllabus:

Each student group will present their event findings to the class for discussion.
Final Event Risk Assessment & Analysis
Due: April 30  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 2-3 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.

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 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, staff and 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 must include should be 6-8 pages in length and single-spaced.

The paper must 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:

Dance Marathon: Feb. 2-3

Mission Creek Festival: April 3-8

Marathon from New Bo to Kinnick, April 29  Corridor Running and IC/Cor. CVB

Concert at Carver April 27- Old Dominion- U of I Athletics

IMU: Portugal. The Man  Feb. 13  (Scope) or  Englert: Kurt Vile: April 10  (Scope)

Hancher: Motown: The Musical: March 1-4  or  Kinky Boots: April 13-15

U of I Athletics: NCAA indoor track championships(3/10)
Day 1 Survey

Name:

How is your name pronounced?

Major:

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

Hometown:

Hobbies:

What are the reasons that you enrolled in this course?

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