PUR 6403 Crisis and Risk Management focuses on practical applications of theory and research to identify and strategically manage issues and operational risks that can materially affect the continuity of organizations. Emphasis is placed on preparing managers for ethical and effective risk and crisis communication, as well as on the formulation of strategic crisis communication plans.

Class information: PUR 6403 §1219 meets 8th-10th periods (3-6 p.m.) on Thursdays in Weimer 3020.

Course goals: The goal of PUR 6403 is for students to understand and appreciate how issues impact organizational continuity, how issues and operational risks are strategically managed and crises averted, and the importance of ethical, effective risk and crisis communication.

Instructor: Dr. Linda M. Perry • lmperry@ufl.edu • 273-0749 in 122 Bryant Space Science Center
Office hours: **M**: 12:35-2:35 p.m.; **W**: 1:45-2:45 p.m.; **F**: 11 a.m.-2 p.m.; & by appointment.

Textbook: Heath, Robert L., & Michael J. Palenchar, *Strategic Issues Management: Organizations and Public Policy Challenges 2nd ed.*, Sage: Thousand Oaks, Calif., ISBN 978-1-4129-5211-8.
This textbook is available from the UF Bookstore as well as from Amazon and for Kindle.

Recommended: Fearn-Banks, Kathleen, *Crisis Communication: A Casebook Approach 4th ed.* (2011) Routledge: New York, ISBN 13: 978-0-415-88059-6 (ebk 978-0-415-84952-1)

Online resources: You will have several assignments requiring access to academic journals and other resources. The UF Libraries provides online access.

Class expectations: The instructor is committed to helping you (1) improve your communication and critical thinking skills and (2) integrate and apply the theory and principles learned in this course. To that end, **you can expect** constructive feedback on assignments and opportunities to apply that feedback on subsequent assignments. You can also expect opportunities for collaborative work with colleagues along with your instructor's guidance.

 Your instructor expects collegial and regular participation, both in class and using proper netiquette, on-time submission of assignments and honest effort. Requirements for make-up assignments and other work are consistent with UF policies: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

Assignments: An important part of graduate work is meeting deadlines. Therefore, late work is penalized 10% of the available points for that assignment *per day* unless you have a *documented* excuse.

 Two of the assignments (assignments 2 and 3) have a **rewrite option**. You can earn up to half the points you missed on the first version by carefully applying the instructor's feedback on the rewrite.

 You will submit assignments electronically in Microsoft Word via Canvas by 11:55 p.m. on the due date, unless otherwise specified. Rewrites, when available, must be submitted *within one week* after the graded assignment is returned to you, unless otherwise specified. **Late rewrites *will not be accepted.*** You are responsible for checking Canvas for *returned* assignments as well as for assuring that submitted assignments have *uploaded* successfully.

Schedule of Assignments: **Due Date**

1. Memo to Dr. Perry (I)	Jan. 15
2. Scholarship on IM and CC (G)	Feb. 5
3. Issue Summary & Annotated Bibliography (I, R)	Feb. 26
4. Situation, Issue Analysis & Recommendation (G, R)	March 26
5. Crisis Communication Plan (G)	April 20

I=Individual; **G**=Group; **R**=Rewrite available;
IM=Issues Management; **CC**=Crisis Communication

Grading: **Assignment weighting:**

1. Memo (I)	10
2. Scholarship on IM and CC (G)	15
3. Issue Tracking & Annotated Bibliography (I, R)	15
4. Situation, Issue Analysis & Recommendation (G, R)	20
5. Crisis Communication Plan (G)	25
Class Participation	15

If you have questions or concerns about your grade, please email Dr. Perry *within one week* of the assignment's being returned to you. The number of points you earn determines your final grade. For information on current UF policies for assigning grades, see
https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

The grading scale is as follows:

A	93 to 100	**C**	73 to 76
A-	90 to 92	**C-**	70 to 72
B+	87 to 89	**D+**	67 to 69
B	83 to 86	**D**	63 to 66
B-	80 to 82	**D-**	60 to 62
C+	77 to 79	**E**	59 & Below

Academic Honesty: Academic honesty is expected in this course, just as high ethical standards are required professionally. There will be zero-tolerance for anything less. That includes not giving, accepting or taking unauthorized aid; plagiarizing websites; plagiarizing others' *or your own* previous work; or doubling on assignments without the written permission of all involved professors and instructors. Violations will be pursued according to university guidelines. *See page 4* of this syllabus for more on academic honesty.

When writing for social science, we base our work on **facts** obtained from a variety of sources. We can freely use factual information from the public domain. We cite our sources so others can access the information we present. We give credit where it is due. When we use others' ***unique expression*** of that information, we are very careful to adhere to high ethical and legal standards. *Unique expression* can be a phrase of only a few words or a simple hashtag, as well as a books and scripts. We must follow relevant copyright law requirements, obtaining permission to use our sources' *expression* or giving full credit for a limited, fair use.
  • Relevant **copyright law** requirements will be discussed in class.
  • Assignments submitted via Canvas are automatically vetted for **plagiarism** with Turnitin.

Reading & Assignment Schedule: Chapter readings are from the textbook

Week		Topic	Readings
I •	Jan. 5	Welcome and Overview	
II •	Jan. 12	Foundation of Community: Strategic Issues Management	Ch. 1
		Scouting the Terrain: Issues Monitoring	Ch. 3
		DUE Jan. 15: Assignment No. 1. Memo to Dr. Perry	
III •	Jan. 19	Issues Management (IM) & Crisis Communication (CC)	Ch. 8
IV •	Jan. 26	Historical Foundations: Public Opinion	Ch. 2
V •	Feb. 2	CSR: Ethical Communication	Ch. 4
		DUE Feb. 5: No. 2. Scholarship on IM & CC	
VI •	Feb. 9	Special Interest Activists: Issues, Risk & Crisis	Ch. 5
VII •	Feb. 16	Issues Communication: Framing & Media Effects	Ch. 6
VIII •	Feb. 23	IM and Risk Communication	Ch. 9
		DUE Feb. 26: No. 3. Issue Summary & Annotated Bibliography	
IX •	March 2	Developing the Crisis Communication Plan	

Buehner, T., Palenchar, M., & Veil, S.R. (2011) A work-in-process literature review: Incorporating social media in risk and crisis communication. *Journal of Contingencies and Crisis Management,* (19)2, 110-122.

Austin, L.; Liu, B.; & Jin, Y. (2012). How Audiences Seek Out Crisis Information: Exploring the Social Mediated Crisis Communication Model. *Journal of Applied Communication Research, 40*(2), 188-207.

March 4-11		***SPRING BREAK***	
X •	March 16	Developing the Crisis Communication Plan	

Ng, K., & Lean, M. (2012). The Fukushima Nuclear Crisis Reemphasizes the Need for Improved Risk Communication and Better Use of Social Media. *Health Physics Society*, *103(3)*, 307–310.

XI •	March 23	More on Risk Communication	
		DUE March 26: No. 4. Situation, Issue Analyses & Recommendation	

Ferrante, P. (2010). Risk & crisis communication. *Professional Safety, 55*(6), 38-45.

Steelman, Toddi A., and Sarah McCaffrey. "Best practices in risk and crisis communication: Implications for natural hazards management." Natural hazards, 65.1 (2013): 683-705

XII •	March 30	Obligations & Constraints on Issues Communication	Ch. 7
XIII •	April 6	Brand Equity & Organizational Reputation	Ch. 10
XIV •	April 13	Wrap-up: Risk and Crisis Communication	
XV. •	Classes end	**DUE April 20:** No. 5. Crisis Communication Plan **(NO CLASS)**	

Course Evaluation

Your feedback on the quality of instruction in this course is important to its development. Please base your evaluation on 10 criteria at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester, but you will be notified when they are open. Summary results of these assessments will be available at https://evaluations.ufl.edu/results.

UF Academic Honesty, Software Use, Campus Helping Resources, Services for Students with Disabilities

Academic Honesty

In 1995 the UF student body enacted an honor code and voluntarily committed itself to the highest standards of honesty and integrity. When students enroll at the university, they commit themselves to the standard drafted and enacted by students.

The Honor Pledge: We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.

On all work submitted for credit by students at the university, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean, Student Honor Council, or Student Conduct and Conflict Resolution in the Dean of Students Office.

(Source: 2012-2013 Undergraduate Catalog)

It is assumed all work will be completed independently unless the assignment is defined as a *group project,* in writing by the instructor. This policy will be vigorously upheld in this course.

Software Use

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Campus Helping Resources

Special Needs: Students requesting accessibility accommodation must first register with the Dean of Students Office, which will provide documentation for the accommodation needed. It is *the student's responsibility* to assure the documentation is delivered to the instructor. The Disability Resource Center (DRC) coordinates the needed accommodations of students with disabilities. This includes registering disabilities, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. The DRC is located at 0001 Reid Hall, 352-392-8565, www.dso.ufl.edu/drc/.

University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575, **www.counseling.ufl.edu/cwc/**: Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems, lacking clear career or academic goals, or experiencing other problems that may interfere with their academic performance. In addition to counseling services, the center offers groups and workshops, outreach and consultation, a self-help library, training programs, and a community-provider database.

Career Resource Center, First Floor Reitz Union, 392-1601, **www.crc.ufl.edu/.**