

**SYLLABUS – PUR4932.2F80 Crisis Communications (☀)**

**Fall 2018 – W 7-9 (1:55 – 3:55 p.m.); Room: Weimer 2050**

**Professor: Patrick Ford, Professional-in-Residence, Department of Public Relations**

**Office hours– Weimer 2091:** Tuesday, 2:00 – 4:00 p.m.; Wednesday, 4:15 – 5:30 p.m.;  
Thursday 11:00 a.m.- 1:00 p.m.; or by appointment

Email (preferred): [fordp@ufl.edu](mailto:fordp@ufl.edu); Phone: 352-294-0493; Text: 703-966-8138

*(☀) This syllabus is subject to change as the professor deems appropriate and necessary.*

## **Course Description**

This focuses on key elements of crisis and issues management – before, during and after a crisis. In an age when a company’s every move is subject to instant, vivid, unfiltered, and global scrutiny and attack, the need for effective, proactive crisis management is greater than ever. And it is far more challenging. The structure of the course will reflect the crisis management process: prevention, preparation, response and long-term post-crisis. Emphasis will be placed on practical application of crisis communications theory, with copious use of real-life case studies and guest lectures by top crisis expert practitioners.

## **Course Objectives**

Upon completing this course, students will be able to:

- Learn what constitutes a crisis – how it is distinct from day-to-day issues
- Develop a crisis preparedness plan and vulnerabilities assessment
- Understand how to assemble and manage a crisis management team
- Understand the typical stages of a crisis, and how they are changing in the social media era
- Identify and address the ethical issues presented by the crisis
- Write a crisis communications plan, including a core set of strategic messages for each key stakeholder group (e.g., employees, customers, government officials, key opinion leaders, community leaders, etc.)
- Understand the important of opinion/attitudinal research in crisis management
- Develop a post-crisis plan, which includes learnings for the corporation and proof points for stakeholders on corrective actions to prevent a recurrence of the crisis

*Prerequisite: PUR 3000 Principles of Public Relations*

## Course Objectives & Learning Outcomes

### College of Journalism and Mass Communications Objectives

The Accrediting Council on Education in Journalism and Mass Communications requires that by graduation all students should be able to:

- Understand and apply the principles and laws of freedom of speech and press for the US
- Demonstrate an understanding of the history and role of professionals and institutions in shaping communications;
- Demonstrate an understanding of gender, race, ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications;
- Demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society;
- Understand concepts and apply theories in the use and presentation of images and information;
- Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity;
- Think critically, creatively and independently;
- Conduct research and evaluate information by methods appropriate to the communications professions in which they work;
- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness;
- Apply basic numerical and statistical concepts;
- Apply current tools and technologies appropriate for the communications professions in which they work, and to understand the digital world.

### Required Book

W. T. Coombs, *Ongoing Crisis Communication: Planning, Managing, and Responding* (4<sup>th</sup> ed.). Thousand Oaks: Sage Publications (available online at [Amazon](#), [iBooks](#) and other sites)

### Additional Readings as Assigned

Students will be expected to be regular readers of some or all the following: PRWeek, the Holmes Report, IPR Research Letter, O'Dwyer's Daily, PR News, AdAge Daily, Adweek and other selected trade and business publications and sites that cover aspects of the PR business. The professor will provide additional reading materials (e.g. media articles or book chapters) over the course of the semester, mostly for additional information but in some cases, these may be included in quizzes.

## Online Course Administration — e-Learning in Canvas

<http://lss.at.ufl.edu/> will be used to administer the course communication, materials (e.g., PowerPoint files, additional readings, handouts, assignment guidelines, evaluation forms), and grades. For instance, an electronic file of this document is posted on Canvas. You can access the site by using your GatorLink username and password. Please check the site for announcements and/or threads of comments from classmates, and the professor.

### Course Professionalism

The College of Journalism and Communications is a professional school and professional decorum is expected at all times. Therefore, the students, and the professor, adhere to workplace norms for collegial and respectful interaction. Students are expected to arrive on time, not leave early unless prior permission is granted, and wait for the class to end before packing to leave. *Please note the significant impact of attendance and active participation in your final grade (30% of grade) and be sure to show up and speak up.*

Further, students are expected to conduct themselves in an honest, ethical, and courteous manner — with classmates and the professor. Eating and privately chatting in class do not demonstrate professional behavior. Chatting while the professor or another student is talking is unacceptable behavior; such actions can result in being asked to leave the classroom and will result in a lowering of your class participation grade.

Cell phones and other electronic devices must be turned off completely during class, unless authorized by the professor. In the event of an emergency situation, notify the professor at the start of class. Laptops may be used as a note-taking device. Unless otherwise authorized by the professor. Surfing the Internet, checking or sending email, playing games, and other online activities not related to class are strictly prohibited.

### Course Grades

The evaluation of coursework will be based on the student's performance in four areas, each of which constitutes a proportion of the final grade. These include: weekly attendance and active participation; quizzes; individual assignments (which will include developing a crisis case study); and one group experiential learning project. The allocations for each are as follows:

#### **Active Participation: 30%**

Attendance and active participation are mandatory. Absences count from the first class meeting. After due warning, the professor may prohibit further attendance and subsequently assign a lower or failing grade for excessive absences; more than two absences during the semester will be considered "excessive absences." You are responsible for signing the attendance sheet every class period as well as notifying the professor in advance of the cause of your absence for a class meeting. For further information on attendance policy, please consult: <http://www.registrar.ufl.edu/catalog/policies/regulationattendance.html>.

#### **Individual Assignments / Case Study 25%**

Individual assignments will provide an opportunity for you to explore various aspects of crisis management. The most important of these will be to prepare a case study on a specific crisis

(current or past). Directions will follow.

### **Crisis Group Project and Presentation: 20%**

This is a semester-long group project that will require you to work collaboratively with fellow students to develop a comprehensive crisis management plan, providing appropriate elements a client would use pre-crisis, during the crisis and post-crisis. Directions will follow.

### **Quizzes: 25%**

At least two quizzes will be held during the regularly scheduled class periods. Quizzes are designed to test the student's knowledge of the main ideas covered in the readings, handouts, guest lectures and class discussions.

Grading for the course follows current UF grading policies for assigning grade points (see <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>).

*The grading scale for the course is as follows:*

A 92-100%	C 72-77%
A- 90-91%	C- 70-71%
B+ 86-89%	D+ 68-69%
B 82-85%	D 62-67%
B- 80-81%	D- 60-61%
C+ 78-79%	E below 60%

*Letter grades for this course will be based on the total points earned over the term. For further information about grades and grading policy, please consult:*  
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

### **No Make-Up Quizzes**

If you miss a quiz you will receive a grade of zero for that quiz. Documented exceptions for extreme circumstances will be considered and should be communicated to the professor prior to any missed quiz. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

### **End of Course Evaluations**

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.

### **The Honor Pledge**

The University of Florida Honor Code applies to all work related to this class. All students are expected to be honorable and to observe standards of conduct appropriate to a community of scholars. Students are expected to attend every class, arrive on time, and participate in

class discussions. Assigned readings should be completed prior to class, and students should be prepared to discuss the assigned material. Any material discussed in class and/or covered in the assigned readings may be included on examinations. Students will not be allowed to make up quizzes. Exceptions to this policy will be limited to documented exceptional (as defined by the professor) circumstances and at the discretion of the professor. Students arriving more than 10 minutes late to a quiz may be prohibited from taking the quiz.

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the professor in this class.

## **Students with Challenges**

We are committed to helping students with special challenges overcome difficulties with comprehending the subject matter, while abiding by the standard code of confidentiality. In order to address academic needs, we must be informed of the student’s circumstance at the beginning of the semester *before* performance becomes a factor. This is not to imply that standards of fairness will not be generally applied when evaluating student work; only that reasonable and appropriate measures will be taken to ensure that officially recognized challenges do not become a hindrance to a student’s ability to succeed in this course.

Students requesting classroom accommodation must first register with the Dean of Students Office (Disability Research Center – 352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter that must be presented to the professor when requesting accommodation. Students with challenges should follow this procedure as early as possible in the semester.

## **Campus Resources: Health and Wellness**

### **U Matter, We Care:**

If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or (352)392- 1575 so that a team member can reach out to the student.

**Counseling and Wellness Center:** <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

**Sexual Assault Recovery Services (SARS)** Student Health Care Center, 392-1161.

**University Police Department**, 392-1111 (or 9-1-1 for emergencies). <http://www.police.ufl.edu/>

## Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu). <https://lss.at.ufl.edu/help.shtml>.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. <http://www.crc.ufl.edu/>

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

## Other Important Notes

- The professor reserves the right to make changes, if necessary, to the grading system, schedule, or other matters pertaining to the class.
- The professor may be reached via email ([fordp@ufl.edu](mailto:fordp@ufl.edu)), telephone (352-294-0493) or text (703-966-8138). Please be aware that the professor may not be able to respond immediately to your communication. As a rule, allow up to 48 hours for a response. Therefore, barring an emergency situation, it is advisable to contact the professor well in advance of a quiz or a deadline in order to give the professor adequate time to respond.
- Students are not to consume food in the classroom or to use laptop computers other than to take class notes or follow PowerPoint presentations. Use of mobile telephones or other electronic devices is not allowed during class.
- Students are not permitted to bring guests to class unless special arrangements have been made with the professor prior to class.
- If you notice yourself having trouble in the course, it is crucial that you see the professor immediately. Please feel free to approach the professor about any concerns or comments you might have about this class. I will be happy to meet with you during my office hours, or by appointment. Ideally, every student in the class should plan to have at least one 1:1 meeting with the professor in his office during the course of the semester.
- You are expected to arrive promptly for class, fully prepared to discuss the assigned readings. While I understand the problems created by a large campus, it is your responsibility to arrive in class in a timely manner.
- Any evidence of plagiarism or cheating will result in an "E" for the course and possible disciplinary action.
- Do not submit the same work to more than one class without prior written permission from both professors. Do not adapt work from another class for this class without my prior written permission.
- Do not adapt someone else's work and submit it as your own. This course requires original work, created at this time, for this purpose.
- Spelling counts. So does grammar, punctuation and professional presentation techniques.
- An assignment turned in past the deadline will be penalized one letter grade for each weekday it is late. This is a business where deadlines count. You can't make excuses

to your boss or a client if your work is late.

- In addition to the required and recommended readings, you are expected to maintain comprehensive class notes because class lectures often contain information that is not contained in the readings. You will be quizzed on this information. If you miss a class, it is your responsibility to get briefed by another student on the content covered in the class.
- Misspelling company or agency names during exercises will result in a letter grade deduction. Check your work!

## Course Schedule and Readings

Aug 22	<p>Introductions and course overview</p> <p>Complete personal information sheet</p> <p>Interactive discussion: what is the difference between a routine issue and a crisis, and why does it matter?</p>
Aug 29	<p>Lecture Topic: Crisis management today:</p> <ul style="list-style-type: none"> <li>• Theory and practice</li> <li>• Our approach: ongoing crisis management</li> <li>• Three phases: pre-crisis; active crisis; post-crisis</li> </ul> <p>Interactive discussion: current crises in the news</p> <p>Read: Coombs, chapters 1-2</p>
Sept 5	<p>Guest Lecture: A practitioner's view from the field</p> <p>Jim McAvoy, former global head of crisis and issues management, Accenture</p> <p>Read: Coombs chapters 3-4</p> <p>Discuss: Individual case study project assignment</p>
Sept 12	<p>Lecture: role of research in crisis management</p> <ul style="list-style-type: none"> <li>• Primary research (qualitative, quantitative)</li> <li>• Secondary research (media/social media monitoring and analytics)</li> <li>• Strategic messaging</li> </ul> <p>Interactive discussion: creating crisis management plans</p> <p>Read: Coombs: chapters 5-6</p>
Sept 19	<p>Guest Lecture: Crisis Simulation</p> <p>Scott Farrell, global corporate president, Golin</p> <p>Lecture Topic: Pre-crisis:</p> <ul style="list-style-type: none"> <li>• Prevention, preparedness <ul style="list-style-type: none"> <li>○ Crisis management team selection and prep</li> <li>○ Scenario planning</li> </ul> </li> </ul> <p>Read: Coombs Ch. 3-5</p>
Sept 26	<p><b>Quiz #1</b></p> <p>Lecture: Spokesperson selection and training</p>

	<p>Interactive discussion: current crisis in news</p> <ul style="list-style-type: none"> <li>• Team breakout exercise</li> </ul>
Oct 3	<p>Guest Lecture: Karen Doyne, US Crisis Lead, Burson Cohn &amp; Wolfe</p> <ul style="list-style-type: none"> <li>• Crisis management: best practices for surviving the worst of times</li> </ul> <p>Interactive discussion: Active crisis: communications imperatives</p> <p>Read: Coombs Ch. 6-7</p>
Oct 10	<p>Guest Lecture: Steve Cody, CEO, Peppercomm</p> <p>Interactive discussion: current crisis and team breakouts</p> <p>Read: Coombs Ch. 8-9</p>
Oct 17	<p>Guest Lecture: Jessica Dinon, Darden Director, Brand Communications</p> <p><b>Individual assignments due</b></p> <p>Lecture: Examples of crisis areas</p> <ul style="list-style-type: none"> <li>• Situational crises (accidents; contamination; tampering; cybersecurity breaches; health and safety)</li> <li>• Organizational crises (diversity; harassment; labor; financial)</li> </ul>
Oct 24	<p>Guest Lecture: Chasen Skinner, Huawei Technologies (China) Senior Director, Corporate Communications</p> <p>Interactive discussion and breakout exercise: current crisis in the news</p>
Oct 31	<p><b>Quiz #2</b></p> <p>Individual case study presentations</p>
Nov 7	<p>Guest Lecture: Rob Clark, Medtronic Chief Communications Officer</p> <p>Topics:</p> <ul style="list-style-type: none"> <li>• Healthcare-related crisis cases</li> <li>• Importance of values-based corporate culture in crisis management</li> </ul> <p>Interactive lecture: reputation recovery phase</p> <ul style="list-style-type: none"> <li>• Managing post-crisis challenges and opportunities</li> </ul>

Nov 14	Guest Lecture: Cynthia Martinez, Disney Signature Experiences Director, Communications and Public Affairs Interactive lecture: Crisis media relations Group project breakouts
Nov 21	<b>No Class: Happy Thanksgiving!</b>
Nov 28	Rehearsals for group presentations
Dec 5	<b>Group Presentations</b> (Mandatory attendance)