

RISK MANAGEMENT

IN LIVE ENTERTAINMENT

Date: Monday
Time: 3:00 PM - 3:50 PM
Date: Wednesday
Time: 3:00 PM - 3:50 PM
Date: Friday
Time: 3:00 PM - 3:50 PM

Nº 21311

SPM 4905
4B89

Bldg: FLG
Room: 270



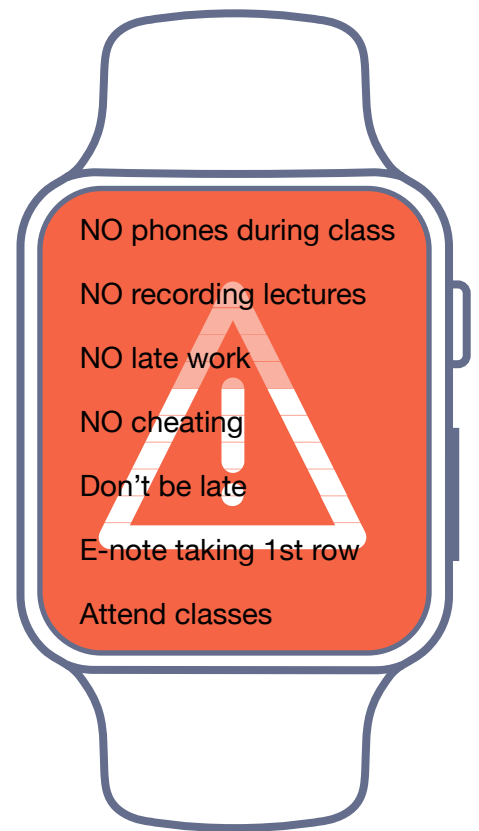
Nº 21311



Department of Sport Management

College of Health and Human Performance

UNIVERSITY of FLORIDA




Department Chair: Dr. Michael Sagas

Brian D. Avery

Office: FLG 302

Hours: M/W/F 12:30 PM - 2:00 PM
and by appointment

 **(352) 294-6922**

 **brianavery@ufl.edu**

Preferred method of communication - face-to-face, email, text

“ Brian, I need some clarification on today's discussion in class on... @brianavery ”

Text: 81010, @brianavery / with message and/or question



Need clarification on something pertaining to the class?

Text: using the Remind platform

Snap: prof_bdavery — *I mute and do not view stories*

Tweet: @briandavery — *I do not follow back unless requested*



Course Description: Students analyze risk management considerations including safety, security, business continuity, legal, and regulatory issues impacting the live entertainment industry. This course will focus on new and existing assembly occupancies (both indoor and outdoor) accommodating 250 patrons or more with an emphasis on occupancy in excess of 6000 (large-scale). Considerations will be applied to fairs, festivals, concerts, sporting events (traditional and eSports), amusement facilities, theaters, cruise ships, and alike.

Course Objectives:

- Familiarization and application of existing standards and practices;
- Development and implementation of business continuity plans;
- Knowledge of and implementation practices of accepted safety and security protocols;
- Recognition of incident trends and accepted responses; and,
- General understanding of legal ramifications considering matters of negligence.













Instructional Format: Classes will include lectures, discussions, guest speakers, case studies, simulated exercises, group work, and more.

Selected Book References (no required textbook):

- Cotten, D.J., and Wolohan, J.T. (2007). *Law for Recreation and Sports Managers-4th Ed.* Debuque, Iowa: Kendall/Hunt Publishing Company.
- Event Safety Alliance. (2014). *The Event Safety Guide: A Guide to Health, Safety and Welfare at Live Entertainment Events in the United States.* New York, New York: Skyhorse Publishing, Inc.
- Federal Emergency Management Agency (FEMA). (2010). *Special Events Contingency Planning.* Washington, D.C.: U.S. Department of Homeland Security.
- Hopkins, P. (2018). *Fundamentals of Risk Management Understanding, Evaluating and Implementing Effective Risk Management-5th Ed.* New York, NY: Kogan Page Limited.
- Meeting Professionals International (MPI). (2018). *The Essential Guide to Safety and Security.* Dallas, TX: MPI Foundation.
- Russo, F.E., Esckilsen, L.A., and Stewart, R.J. (2009). *Public Assembly Facility Management: Principles and Practices-2nd Ed.* Coppell, TX: International Association of Venue Management.
- Rutherford-Silvers, J. (2008). *Risk Management for Meetings and Events.* Burlington, Massachusetts: Elsevier, Ltd.
- Spengler, J.O., and Hronek, B.B. (2011). *Legal Liability in Recreation, Sports, and Tourism-4th Ed.* Urbana, IL: Sagamore.

Assessment Methods: Student performance is based on but not limited to exams, assignments, quizzes, essays, presentations, attendance, and projects.

Grading Scale and Rubric:

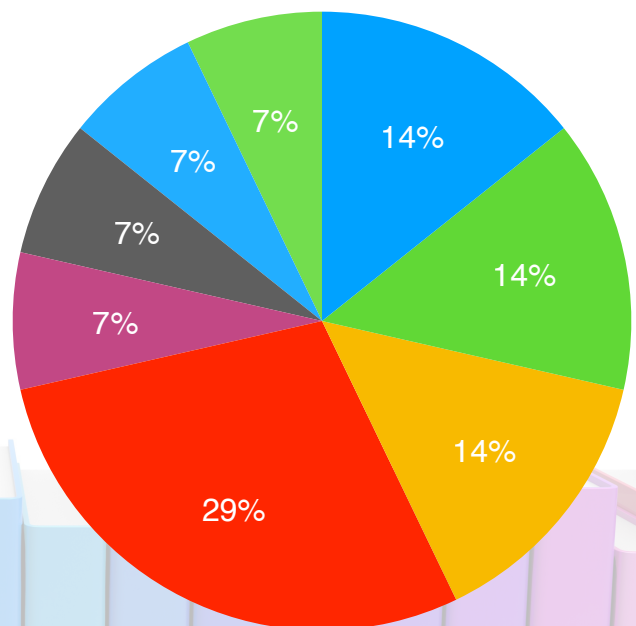
 A 100-93	 A- 92-90	 B+ 89-87	 B 86-84	 B- 83-80	 C+ 79-77	 C 76-74	 C- 73-70	 D+ 69-67	 D 66-64	 D- 63-60	 E 59-0
Outstanding - 4.0-3.67 GP		Good - 3.33-2.67 GP			Average - 2.33-1.67 GP			Below Average - 1.33-.67 GP			Fail - 0 GP
The assignment is well above the minimum requirements, well organized, analytical rather than descriptive, and includes excellent grammar and spelling.		The assignment is somewhat above minimum requirements, organized, more descriptive than analytical, and contains minimal grammar and spelling issues.			The assignment meets most of the criteria with average organization, is descriptive rather than analytical, and includes poor grammar and spelling.			The assignment does not meet the minimum criteria.			The assignment does not meet the criteria.

Grades: Grades are dependent on the student’s performance measured by, but not limited to, exams, assignments, in-class activities, presentations, attendance, and/or projects. Final grades are based on the accumulation of points the student earns throughout the semester. Total points are converted to letter grades using the grading scale provided within. The grading scale is strictly enforced and unchangeable. The professor **will NOT** change grades at the end of the semester because the student is unhappy with their academic performance. Grades are maintained on the CANVAS site.

Course Requirements:

- Exam 1
- Exam 2
- Exam 3
- Assignments
- Project 1
- Pres.
- Project 2
- Cert.

Assessments	Points	Grade % (approx.)
Exam 1	100	14
Exam 2	100	14
Exam 3	100	14
Assignments (8)	200	29
Project 1	50	7
Presentation	50	7
Project 2	50	7
Certification	50	7
<i>Bonus</i>	15	n/a





Exams 1 and 2: Two (2) exams are administered during the semester based on lectures, discussions, guest speaker(s), case studies, simulated exercises, group work, and supplemental materials. Exams are cumulative and include multiple choice, true/false, fill in the blank, and short answer questions. Make-up exams are **NOT permitted** unless absences are in accordance with the University's Make-Up Policy. Exams dates noted in the course schedule are tentative.

Exam 3 (comprehensive): Exam three (3) will be a comprehensive and applied incident investigation. Students will be provided a case study to examine with a series of short answer and essay style questions to complete. Each student will be required to apply the content discussed in-class throughout the semester and conclude with findings appropriate to each case study. Make-up exams are **NOT permitted** unless absences are in accordance with the University's Make-Up Policy. Exams dates noted in the course schedule are tentative.

Assignments (8): Eight (8) assignments will be given during the semester based on the course content. Assignments will be submitted (hardcopy) at the beginning of class on the assigned due date. Please follow the formatting guidelines provided within the syllabus. Assignment dates noted in the course schedule are tentative.

1. Pick 5 (ent. offerings and unique risks) assignment: Please research and select five (5) live entertainment offerings (number 1-5) and identify three (3) corresponding risk considerations regarding each of them (listed 1-3). Please select one (1) risk from each live entertainment offering and explain why you believe the risk to be a hazardous situation to either staff, patrons, vendors or all.

2. Spot the risk (identify 5 additional risks) assignment: Upon submission, review and return of the "pick 5" assignment, additional in-class instructions will be provided regarding the completion of the "spot the risk" assignment.

3. That's not my job (convince me otherwise) assignment: Please select three (3) known and foreseeable hazards associated with live entertainment offerings and provide a paragraph on each as to the importance of training (staff, volunteers, vendors, and patrons), and the responsibilities of hazard recognition and how it mitigates and/or eliminates incidents.

4. What's your theory (develop and propose) assignment: Please research and propose a fully evolved theory on incident causation and prevention as it relates to the live entertainment industry. Please establish your beliefs and principles that explain the rationale of your theory as it relates to the recognition, mitigation and/or elimination of



5. You're the authority (develop 3 new standards) assignment: Develop and propose three (3) new standards that address known and foreseeable hazards associated with live entertainment offerings. Please explain how each standard will mitigate and/or eliminate known and foreseeable hazards. Additionally, please explain how the standard will be implemented and enforced. *We will discuss each and reach a consensus on the standards proposed in-class.*

6. Make a ruling (identify an incident and determine the violations) assignment: Please research and select a live entertainment related incident (must provide a synopsis of the incident or article) and determine three (3) violations of either standards, policies, case law associated with the incident. Please determine how the hazard(s) associated with the incident could have been mitigated or eliminated.

7. Consider this (active shooter / bomb response) assignment: An active shooter / bomb response scenario will be provided for you to complete.

8. Calm the public (develop a crisis response) assignment: A case study will be provided for you to review in order to develop a crisis response plan and message. You will be responsible for outlining your plan and crafting an initial press release. *You will deliver your crisis response message in-class.*

Project 1: A keen eye (create and conduct a venue inspection document) project: Students are responsible for developing and conducting a pre-live entertainment facility and/or site inspection according to existing standards and practices. Students will select a venue and/or site and develop a tailored inspection protocol for the live entertainment offering. Students will use the inspection tool to conduct a pre-live entertainment venue/site inspection and document their findings. Students will complete recommendations for corrective actions and provide feedback regarding their findings to the entity, etc. that managed the live entertainment venue and/or site. *Additional instructions and materials will be provided.*

Project 2 and presentation: What's your plan (develop a segment of a business continuity plan) project: Students are responsible for developing a segment (chapter) of a business continuity plan for live entertainment offerings. Students will select from a list of biological, geological, meteorological, and unintentional threats impacting live entertainment offerings in order to research and develop a business continuity plan that addresses the associated known and foreseeable hazards. Students will present their findings in-class. Upon completion, each segment will be merged into a useable business continuity plan and returned to the students in a PDF. *Additional instructions and materials will be provided.*



Certification (FEMA): Students are required to complete the Federal Emergency Management Association (FEMA) Special Event Contingency Planning for Public Safety Agencies certificate: <https://training.fema.gov/is/courseoverview.aspx?code=is-15.b>. Prior to the exam, FEMA requires the creation of a student identification (SID) number: <https://cdp.dhs.gov/femasid>. Click on the Register tab for a FEMA SID and complete the required information. The FEMA SID will be sent via email. Return to <http://training.fema.gov/is/courseoverview.aspx?code=IS-15.b> and click the box on the right side of the screen, Take This Course, and then click on the Interactive Web Based Course. This will be the beginning of the safety training lasting up to four (4) hours. If you do not wish to view the training online, you are welcome to read the online manual but you are still expected to take the exam online. Students are required to score a 75 or higher to receive the FEMA certificate. Please provide a screenshot or a PDF of the certificate upon completion and submit it to CANVAS prior to the beginning of class on **November 18th, 2019**.

NCS⁴ Sports & Entertainment Staff Training (Bonus option 1): The NCS⁴ sport and entertainment staff training is designed to enhance safety and security efforts for sports and entertainment venues by increasing security awareness and improving capabilities for planning, emergency response, and evacuations. The training curriculum is intended to provide a baseline understanding of safety and security functions. The cost of training is \$26.00. Students interested in completing the training can learn more at: <https://ncs4.usm.edu/training/online/set>. To register, please see the course instructor. Please provide a screenshot or a PDF of the certificate upon completion and submit it to CANVAS prior to the beginning of class on **December 4th, 2019**.

Crowd Manager Certificate (Bonus option 2): The Trained Crowd Manager course is intended to train candidates who will serve, in accordance with NFPA 101 Life Safety Code, as crowd managers within large public assembly venues. Phase one (1) is a six (6) hour course and is delivered fully online—successful completion of phase one (1) is required to earn the bonus points. The cost of training is \$15.00. Students interested in completing the Trained Crowd Manager course can learn more at: <http://www.iaamtraining.com/TCM.html>. To register, visit: http://www.iaamtraining.com/purchase_course.html. Please provide a screenshot or a PDF of the certificate upon completion and submit it to CANVAS prior to the beginning of class on **December 4th, 2019**.



Course Policies:

Professional Behavior: Professional behavior is expected from all students. This includes respect and consideration for students, instructors, TAs, guest speakers, and supervisors. Examples of appropriate classroom behaviors include, but are not limited to:

- Paying attention to lectures;
- Reading course materials before class;
- Engaging respectfully in class discussions;
- Arriving to class on time;
- Entering the back of the classroom if you are late;
- Abstaining from side discussions with other students;
- Refraining from the use of cellphones during class;
- Putting away all electronic devices (unless otherwise instructed or agreed upon) before class begins; and,
- Demonstrating the use of appropriate language through communication in the classroom and/or via email.

Check out a quick read: Professionalism is for Everyone, Five Keys to Being A True Professional, by James R. Ball

Attendance: Random attendance is taken throughout the semester via assignments, projects, presentations, exams, etc. eight (8) to fifteen (15) times.

- Points are earned **ONLY** if the student completes the assignment, etc. during the class period in which each assignment, etc. is due/given.
- If the student is absent from class, arrives late, or leaves early without completing the assignment, etc., zero (0) points are earned. **NO EXCEPTIONS!**
- If you are absent from class, you are responsible for obtaining the missed information from a classmate.
- Requirements for class attendance are consistent with University policy: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.



Excused Absences: According to UF, students may be excused from class for the following reasons: documented illness, serious family emergency, certain curricular requirements, military obligations, severe weather conditions as noted by the University, or observance of religious holidays. It is your responsibility to obtain missed information from another classmate. Requirements for class attendance are consistent with University policy: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

Unexcused Absences: If a student has other commitments that prevent him/her from attending this course, the student should drop the course immediately. Unexcused absences include but are not limited to outside extracurricular activities, work, family or personal vacations, fraternity or sorority functions, problems with transportation, oversleeping, or choosing not to attend class. Missed information should be obtained from another classmate. Requirements for unexcused absences are consistent with University policy: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

Assignments: Late or emailed assignments are **NOT** accepted unless in accordance with the University's Make-Up Policy. **NO EXCEPTIONS!**

- Assignments must follow **APA guidelines** (<http://www.apastyle.org/>) and use appropriate grammar, spelling, punctuation, and sentence structure; otherwise, points are deducted.
- Assignments must be **TYPED and double spaced**, using 12-point font, Times New Roman typeface, and 1 inch margins.
- Include your first and last name, **SPM 4905 (Risk Mgmt.)**, and date in the upper right corner of the first page.
- Center the title immediately after the information in the upper right corner and above the first line of text.
- Include citations, if requested and/or necessary.
- Emailed assignments are **NOT** accepted.
- Keep all returned assignments to verify your grades.
- Assignments are **ALWAYS** due at the beginning of class (start time).
- Certain assignments are to be submitted as hard-copies and/or to CANVAS prior to the beginning of class on scheduled due dates.
- Assignments uploaded to Canvas must be submitted in **ONE** Word file prior to the beginning of class on scheduled due dates.
- Technology problems are not acceptable excuses for missed assignments.
- Refer to the Course Schedule and/or CANVAS for assignment due dates.
- **PROOFREAD ALL ASSIGNMENTS!**
- Plagiarism will be permanently recorded in your student file.



Make-Up Policy: Late or missed assignments are **NOT** accepted unless in accordance with the University's make-up policy: <http://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Email Communication: Students may email or contact the instructor after they have one (1) read the course syllabus, two (2) referred to the CANVAS website, three (3) reviewed their class notes, and four (4) consulted with another student regarding the information they are seeking. Emails are typically answered within two academic days, although emails sent one or two days prior to an exam or assignment will not be answered. **ALL emails must include the following:**

To: brianavery@ufl.edu

From: "insert_name"@ufl.edu

Subject: "Insert Name" SPM 4905 (Risk Mgmt.)

Dear Brian,

My name is "Insert Name" and I am a student in your SPM 4905 (Risk Mgmt.) course. I have read the syllabus, referred to the CANVAS website, examined my class notes, and asked another classmate about _____, but I am unable to find the information.

Technology: Cell phones are **NOT** permitted in class. Students caught using their cell phone will be required to present for 3-5 minutes on the subject being discussed. **Students are strictly prohibited from recording (audio or video) course lectures.**

Academic Resources: This course is posted on CANVAS (e-Learning) and each student is expected to understand how the system works prior to the submission of scheduled assignments. If you require e-Learning support, please contact *E-learning technical support* at (352) 392-4357 and select option 2 or send an e-mail to learning-support@ufl.edu. For career assistance, contact the *Career Resource Center*, Reitz Union, (352) 392-1601 or go to their website: <http://www.crc.ufl.edu/>. Should you require *Library Support* go to the following website: <http://cms.uflib.ufl.edu/ask>.



Accommodations: Support services for students with disabilities are coordinated by the Disability Resource Center in the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor, in person, when requesting accommodations. Please address accommodations needed during the first week of class.

Counseling Services: The UF Counseling and Wellness Center offers a variety of resources for students: <https://www.counseling.ufl.edu/cwc/Default.aspx> The U Matter, We Care initiative is committed to creating a culture of care by encouraging members of the UF community to look out for one another and to reach out for help. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center.

If you or a friend needs help, please call (352) 294-2273 or send an email to umatter@ufl.edu. Please remember that asking for help is a sign of strength. **In case of emergency, call 911.**

Honor Code: University of Florida students are required to abide by the Honor Code 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."* You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit 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."* It is assumed all students will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams, etc.). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code.

Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, refer to <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>." As per the University's Students Rights and Responsibilities (www.dso.ufl.edu/STG), any student found cheating, plagiarizing a written assignment, or falsifying a course requirement will receive a failing grade for the course or be referred for University disciplinary action.

Tentative Course Schedule

Dates	Topics		Assignment Due Dates
Aug. 21	Introduction to live entertainment risk management		
Aug. 23	Types of risk in live entertainment management		Pick 5 (ent. offerings and unique risks) assignment
Aug. 26	<i>Cont. discussion</i>		
Aug. 28	Live entertainment risk management framework		Spot the risk (identify 5 additional risks) assignment
Aug. 30	<i>Cont. discussion</i>		
Sept. 2	Holiday		No class
Sept. 4	Implementation of risk management programming / roles and responsibilities		
Sept. 6	<i>Cont. discussion</i>		That's not my job (convince me otherwise) assignment
Sept. 9	Risk considerations regarding spectators, participants, staff, volunteers and vendors		
Sept. 11	<i>Cont. discussion</i>		
Sept. 13	Venue and site (purpose vs. non-purpose built / indoor-outdoor) risk considerations		
Sept. 16	<i>Cont. discussion</i>		
Sept. 18	<i>Cont. discussion</i> <i>Exam 1 review</i>		A keen eye (create and conduct a venue inspection document) project
Sept. 20	Exam 1		
Sept. 23	Theories of accident / incident causation and their applicability to live entertainment		
Sept. 25	<i>Cont. discussion</i>		What's your theory (develop and propose) assignment
Sept. 27	Risk analysis, hazard recognition and prevention methods		

Dates	Topics	Assignment Due Dates
Sept. 30	<i>Cont. discussion</i>	
Oct. 2	Regulations, standards and practices	
Oct. 4	Homecoming	No class
Oct. 7	<i>Cont. discussion</i>	
Oct. 9	<i>Cont. discussion</i>	You're the authority (develop 3 new standards) assignment
Oct. 11	Accidents / incidents and their effects	
Oct. 14	<i>Cont. discussion</i>	
Oct. 16	Risk financing	
Oct. 18	<i>Cont. discussion</i>	
Oct. 21	Legal considerations and exposures	
Oct. 23	<i>Cont. discussion</i> <i>Exam 2 review</i>	Make a ruling (identify an incident and determine the violation(s)) assignment
Oct. 25	Exam 2	
Oct. 28	Business continuity planning (biological, geological, meteorological, and unintentional threats)	What's your plan (develop a segment of a business continuity plan) project
Oct. 30	<i>Business continuity plan presentations</i>	Presentations
Nov. 1	<i>Business continuity plan presentations</i>	Presentations
Nov. 4	<i>Business continuity plan presentations</i>	Presentations
Nov. 6	Security and loss prevention	
Nov. 8	Terrorism planning	
Nov. 11	Holiday	No class

Dates	Topics	Assignment Due Dates
Nov. 13	<i>Cont. discussion</i>	Consider this (active shooter / bomb response) assignment
Nov. 15	Medical and first aid considerations	
Nov. 18	Accident / incident investigation and reporting (NIMS)	FEMA Cert.
Nov. 20	<i>Cont. discussion</i>	
Nov. 22	Crisis communication / media relations	
Nov. 25	<i>Cont. discussion</i>	Calm the public (develop a crisis response) assignment
Nov. 27	Holiday	No class
Nov. 29	Holiday	No class
Dec. 2	Marketing risk considerations <i>Exam 3 review</i>	
Dec. 4	Exam 3 (Comprehensive and applied incident investigation)	NCS ⁴ Training (EC) or IAVM

Friendly Reminder: The instructor reserves the right, when necessary, to modify the syllabus, alter the grading policy, change examination and assignment dates, and modify the course content. Modifications will be announced and discussed in class and will be posted on the course website. Students are responsible for those changes.

Copyright Statement: The materials used in this course are copyrighted.

Legal Matters: Information presented/discussed in-class in no-way represents legal advice. Should students need legal advice, they are encouraged to contact an attorney.