

RISK MANAGEMENT

LIVE ENTERTAINMENT & SPORTS

Class Date(s): Tuesday
Time: 10:40 AM - 12:35 PM
Bldg. Rm.: FLG210

Nº 25546

SPM 4724
Z2BA



Department Chair: Dr. Michael Sagas


Brian D. Avery

Office: FLG 302

Zoom office hours:

Tues. 9 AM - 10:00 AM
and by appointment

Zoom office hours ID: 981 8295 7954

 **(352) 294-6922**

 **brianavery@ufl.edu**

*Preferred methods of communication -
Zoom, email, text*

***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*

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

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





Course Description: Students analyze risk management considerations including safety, security, business continuity, legal, and regulatory issues impacting the live entertainment and sport 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).

Course Objectives:

- Analyze and apply prevailing risk management theories;
- Analyze and apply applicable live entertainment / sport risk management standards and practices;
- Evaluate and create live entertainment / sport business continuity plans;
- Analyze and apply live entertainment / sport safety and security protocols;
- Evaluate live entertainment / sport incident trends and accepted responses; and,
- Analyze basic live entertainment / sport legal considerations regarding 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.
- Federal Emergency Management Agency (FEMA). (2014). *Business Continuity 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.
- Russo, F.E., Eskilsen, L.A., and Stewart, R.J. (2009). *Public Assembly Facility Management: Principles and Practices-2nd Ed.* Coppell, TX: International Association of Venue Management.
- Spengler, J.O., and Hronek, B.B. (2011). *Legal Liability in Recreation, Sports, and Tourism-4th Ed.* Urbana, IL: Sagamore.

Additional references will be provided throughout the semester.

Assessment Methods: Student performance is based on exams, assignments, quizzes, essays, presentations, attendance, and projects.

Grading Scale and Rubric:

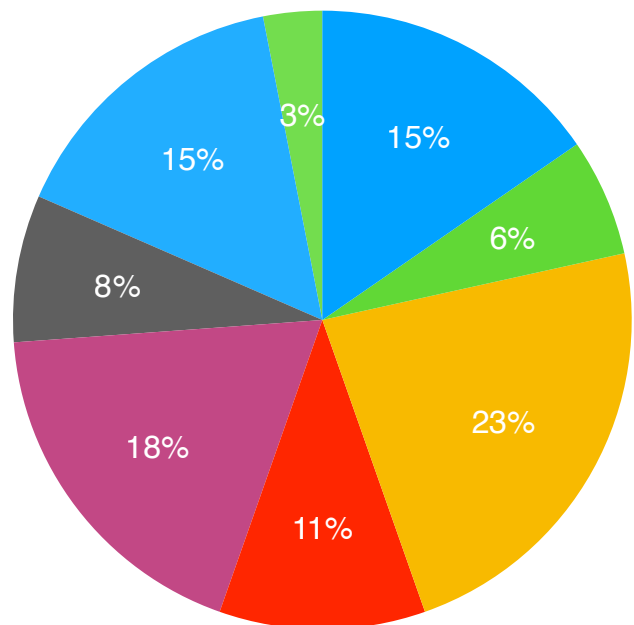
A 100-93	A- 92-90	B+ 89-87	B 86-84	B- 83-80	C+ 79-77	C 76-74	C- 73-70	D+ 69-67	D 66-64	D- 63-60	E 59-0
Outstanding - 4.0-3.67 GP		Good - 3.33-2.67 GP			Average - 2.33-1.67 GP			Below Average - 1.33-.67 GP			Fail - 0 GP
The assignment is well above the minimum requirements, well organized, analytical 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.

Assessment Methods & Breakdowns

- Exams
- Discussions
- Project & Pres.
- Quizzes
- Yellowdig
- FEMA Cert.
- Assignments
- Wikiversity

Assessments	Points	Grade % (approx.)
Midterm Exam	50	15
Final Exam	50	9
Quizzes (2)	40	6
Assignments (8)	150	23
Discussions (7)	70	11
Yellowdig	120	18
Wikiversity	50	8
Project & Pres.	100	15
Certification	20	3





Quizzes: Two (2) quizzes will be 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. Quiz dates noted in the course schedule are tentative.

Midterm Exam: The mid-term will be 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.

Final (comprehensive): The final exam will be an applied comprehensive and applied exam. Students will be provided a case study to examine with a series of short answers 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.

Let's continue the conversation on Yellowdig: Yellowdig is a social learning platform to encourage engagement and assist with casual conversations, exchange of ideas, or occasional debates. We will be using Yellowdig starting September 7th for a period of 10-weeks. Each week I will post a continuation of a lecture or pickup on a topic that requires additional discussion. Students are also encouraged to create their own discussion based on the topics being covered in class or sharing related news, etc. relevant to the class on the platform. Additional details regarding the use of the platform can be found on Canvas, Discussions, Let's continue the conversation.

Assignments (8): Eight (8) assignments will be given during the semester based on the course content.

1. **Facility Inspection:** Students will conduct a facility inspection at a stadium, arena, apartment complex, mall, etc. conduct a hazard recognition inspection in order to complete a risk analysis to determine suitable prevention methods based on a move-in of an live entertainment and/or sporting event.



2. **Arena Operations Director Scenario:** You are responsible for rolling out an effective risk management program for a newly built arena. You are tasked with determining effective methods to ensure a safe experience for both staff and patrons.
3. **Case Review:** You will conduct a case review regarding an incident and answer a series of questions regarding cause, regulations, and methods to mitigate/eliminate future incidents involving the equipment/experience.
4. **You're the Authority:** Develop and propose three (3) new standards that address known and foreseeable hazards associated with sport/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.
5. **Venue Evacuation:** You are tasked with evaluating a holding capacity/section of a stadium/arena in order to determine if it is compliant with the current Fire Marshal codes for emergency egress from a building.
6. **Active Shooter Tabletop Exercise:** In groups, students will conduct an active shooter tabletop exercise. Each group will be provided with a scenario and will be responsible for answering a series of progressive questions based on an evolving situation. Each group will have to devise a plan on how to respond to the active shooter scenario and devise a recovery plan.
7. **Emergency Response Planning Exercise:** In groups, students will conduct an emergency response planning exercise. Each group will be provided with an event, location, a crowd size/type, available resources, and a specific emergency to respond to. Each group will have to devise a plan of on how to respond to the emergency and devise a recovery plan for the event.
8. **Disaster Response Planning Exercise:** In groups, students will conduct a disaster response planning. Each group will be provided with an event, location, a crowd size/type, available resources, and a specific disaster to respond to. Each group will have to devise a plan of on how to respond to the disaster and devise a recovery plan for the event.

Certification (FEMA): Students are required to complete the Federal Emergency Management Association (FEMA) certificate. 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 to CANVAS.

Discussions: There are 7 graded discussions, What's the Difference?, Hazard and Risk Identification, Inspection Prevention Method, Accident Discussion, OSHA Violations, Permitting, and Did I do That?



Wikiversity: The Wikiversity project is a semester-long student-based initiative. The objective is to establish a baseline public resource regarding public assembly risk management requirements and considerations. The goal is to have a well-developed and reliable resource, complete with appropriate citations, outlining regulations, standards, and practices relevant to large-scale assembly occupancies. Currently, there is no such public resource outline public assembly requirements and considerations. Additional details regarding the Wikiversity project can be found on Canvas homepage, Projects, Wikiversity.

Project and presentation: Business Continuity Plan (develop a segment of a business continuity plan): Students are responsible for developing a segment (chapter) of a business continuity plan for entertainment / sport offerings. Students will select from a list of biological, geological, meteorological, and unintentional threats impacting entertainment / sport offerings in order to research and develop a business continuity plan that addresses the associated known and foreseeable hazards. Students will present their findings. Upon completion, each segment will be merged into a useable business continuity plan and returned to the students in a PDF.

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



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>.

Attendance is not required, but absences are noted. *(This does not apply to 100% UF Online students)*

- If the student is absent from a live lecture, arrives late, or leaves early without completing the assignments, projects, and/or exams, zero (0) points are earned.
- 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/>.

Honor Code: 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 specifies a number of behaviors that are in violation of this code and the possible sanctions. Click here to read the Honor Code. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.



Violations of the Honor Code: 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/>.

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 4724 (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.

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.**

Instructor Feedback: Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or viaufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at gatorevals.aa.ufl.edu/public-results/.

COVID: In the event we have face-to-face instructional sessions, etc. to accomplish the student learning objectives of this course, please be mindful of the following policies. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom, office, etc. interactions.

- You are required to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
- If we are assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
- Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
- Follow your instructor's guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
- If you are experiencing COVID-19 symptoms, please use the UF Health screening system and follow the instructions on whether you are able to attend class.
- Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work.

Tentative Course Schedule

Dates	Topics
Module 1	Introduction, history, typology, and theories of risk management
Module 2	Risk management frameworks
Module 3	Implementation of risk management
Module 4	Theories of accident (incident) causation
Module 5	Workplace safety and health
Module 6	Regulations, standards, and practices
Module 7	Venue and show site safety
Module 8	Crowd management and control
Module 9	Security and loss prevention
Module 10	Medical and first aid
Module 11	Business continuity
Module 12	Special topics
Module 13	Risk financing
Module 14	Tort law
Module 15	Course review

Friendly Reminder: The instructor reserves the right, when necessary, to modify the syllabus, 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 utilize available campus legal resources or contact an attorney.