Wayland Mission Statement

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

Contact Information

Course: PUAD 5308 VC01 – Crisis Communications and Leadership
Campus: WBUonline
Term/Session: Spring 1 2026
Instructor: Dr. Juan M. González
Office Phone Number: 210.347.6445
WBU Email Address: juan.gonzalez@wayland.wbu.edu
Office Hours, Building, and Location: Virtual, email me if you would like to setup a phone conference
Class Meeting Time and Location: Virtual

Course Information

Catalog Description : Introduction to the fundamental concepts, theories, principles and practices of leadership, public information and communication in a risk environment as well as effective leadership principles in an emergency management shared power context.

There is no prerequisite for this course.

Textbook Information

Required Textbook(s) and/or Required Materials:
1. Ripley, A. (2011). *The unthinkable: Who survives when disaster strikes- and why*. Three Rivers Press.

   Textbook ISBN-13: 978-0307352903.

2. U.S. Department of Health and Human Services. (2014). Crisis emergency + risk communication.
        https://www.cdc.gov/cerc/php/cerc-manual/index.html

*The textbook for this course is part of the **Wayland's Automatic eBook** program. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. The cost of this Automatic eBook will be billed directly to your student account when you register for the course. You will be notified via email with access instructions and additional information. If you do not wish to participate in the Automatic eBook program, you will have the first 12 days of class to opt-out of*

the program (additional details will be outlined in your email instructions). For more information on the Automatic eBook program, visit the Wayland Bookstore [Automatic eBook FAQ](#) page.

Optional Materials:
American Psychological Association. (2019). *Publication manual of the American Psychological*

Association (7th ed.). Washington, DC: American Psychological Association.

Course Outcome Competencies: At the conclusion of this course the student will be able to demonstrate an understanding of the key components of Crisis Communications in Leadership Crisis:
- Understand the nature of a crisis
- Understand impact of a crisis on individuals and how it effects communication
- Identify and describe tools for managing and communicating information in a crisis
- Explain the roles of the media
- Discuss and illustrate predictable patterns in media coverage of disasters
- Discuss techniques for planning media relationships and strategies for collaborating with the media for the benefit of the "whole community"
- Describe strategies for conducting an effective press conference
- Define and discuss characteristics of organizational decision making under crisis conditions
- Explain the functioning and typical staffing of an emergency operations center (EOC)
- Define "groupthink" and explain its relevance to crisis decision making
- Describe the five dimensions of the meta-leadership framework

Attendance Requirements

WBUonline
Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student "attendance" in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a "no-show" and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university's attendance policy.

University Policies

[Link to Statement on Academic Integrity](#) , and reference one of the following in regard to how generative artificial intelligence (GAI) such as ChatGPT may or may not be used in this course:

a. No use of any generative AI tools permitted.
   i. Students are required to create and produce all work themselves or with assigned group members. Any work submitted that has used an AI generative tool like Chat GPT will be in immediate violation of the academic integrity policies for the course and WBU.
   ii. All assignments must be fully created, designed, and prepared by the student(s).
   iii. Any work that uses generative AI will be treated as plagiarism.

Disability Statement: In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests (office (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Dr. Rick Hammer, hammerr@wbu.edu or call (806) 292-9150.

Course Requirements and Grading Criteria

 Students will be evaluated based on their performance in the following assignments: weekly discussion questions (DQs); journal article reviews; final paper updates; and the Final paper. All papers and DQ responses must be written in accordance with the American Psychological Association (APA) standards and style. Late work is not accepted in a graduate course except in extenuating circumstances.

Discussion Questions (DQs):
Each weekly DQ assigned will be worth 50 points. An additional 25 points each, max of 50 (meaning you must respond to at least two other students), will be awarded for each substantive response given to other students' original postings to the discussion questions; that is, students' answers to the questions. Your DQ responses should contain 250 words or more for DQ1 and DQ2 plus reflect an understanding of the concepts being discussed at the appropriate level expected for graduate students; otherwise, points will be deducted. The total possible points you can earn per week is 100. You must respond to discussion questions during their week of application to receive credit. In other words, if you answer Week 1's discussion questions during Week 2, you do not receive any credit for Week 1. For our purposes, the week will *begin on Monday and end on Sunday*. Ensure your responses are written in accordance with APA standards. **Twenty-points will be deducted if sources are not properly cited**.

You will also need to support your DQ responses with empirical research. You can do this with peer reviewed journal articles, articles from professional organizations related to emergency management and crisis communication, or government reports. Peer reviewed means the article is evaluated by experts in the same field as the article's author(s). To ensure you are using peer reviewed articles, search in the WBU library database for peer reviewed journals. **Not using additional sources to support your DQ arguments will result in a 20-point deduction for the week**.

Responses to discussion questions are to be submitted no later than 11:59 pm CST on Thursdays. **DQ answers posted after Thursday will incur a 25-point deduction per discussion question**.

Responses to students' original postings (their answers to the DQs) must be posted no later than 11:59 pm CST on Sundays to receive credit.

Journal Article Review:
On specific weeks, students are to find and critique a peer reviewed journal article related to this course. The article can apply to the subject matter discussed for a given week or a topic of interest to you provided the topic remains relevant to this course. The article must be from a scholarly, peer-reviewed _academic journal_. For this assignment, provide a pdf copy for peer review and specify the article's relevance to this course plus your interest in the topic. Points are awarded by the following criteria: 25 points for providing a copy of your specific journal article, 25 points for how well you evaluate the article's subject matter relevant to the course, and 25 points per response to at least two other students' articles. If you do not participate in the journal article review during the week it is assigned, you will not receive credit. Additionally, to ensure students have time to respond, all articles must be submitted by 11:59 pm CST on **Fridays**; _submitting after Friday incurs a 25-point deduction_. Note: Only peer reviewed journal articles will be accepted. Responses to students' articles must be posted no later than 11:59 pm CST Sundays on the weeks assigned. _Be sure you properly cite your journal article – in the text of your response and in the reference list – in accordance with APA writing standards._ **Incorrect citations will incur a 20-point deduction**.

Final Paper:
Develop a communication and leadership strategy for an organization of your choosing. Preferably, this should be an organization with which you are familiar such as your current workplace or a former work environment. Presume you are an external consultant, or an internal public relations professional hired to help the organization. Describe the process you would take, briefly explain the organization and its need.

You should consider the following questions when researching and writing your paper:
- How would you determine the organization's needs?
- What communication plan, if any, currently exists?
- What sort of crises can the organization reasonably expect to face?
- How are leaders prepared to handle and communicate potential crises? How is the organization and its personnel prepared for possible crises?
- How would you explain and determine the cost-benefit of developing a communication and leadership strategy?
- What communication and leadership strategy would you develop? Why this strategy?
- How would you evaluate and report your results?

- What action planning steps would you incorporate into the process to help the organization implement your proposed strategy?

The project should be 12-15 pages in length excluding a cover page, abstract (summary of the article, not an introduction to the paper), and reference list. Include a minimum of 10 scholarly sources. This assignment will be using the Safe Assign feature. Safe Assign provides you information regarding source citation. That is, Safe Assign will let you know if passages match passages from other published works. This highlights to you that perhaps you have not correctly or sufficiently given credit to original authors. This feature is intended to help you in writing your paper. A matching rate of 15% or less will be expected for this assignment. Failure to provide a safe assignment report will result in an automatic deduction of 15 points. When submitting your paper into Safe Assign, do not include the reference list as this will skew your matching rate. You will be able to submit the paper up to 3 times, which should be enough tries to get the matching rate at or below 15%.

By week 2, you will submit your chosen organization <u>with an outline</u> of what you expect to cover. You may use the following format for the outline to explain your intended points:

Topic Specified:
Main Point I (identify organization selected and projected needs)
Subpoint A (source cited)
Subpoint B (source cited)
Main Point II (explain applicable theories, concepts, and models)
Subpoint A (source cited)
Subpoint B (source cited)
Main Point III (explain proposed strategy, timeline, action steps, measures of success)
Subpoint A (source cited)
Subpoint B (source cited)
Conclusion

<u>Papers whose topics have not been approved will not be graded</u>. Papers will also be judged on the level of analysis (appropriate for graduate level), grammar, spelling, and adherence to these standards. **Failure to submit a paper will result in a failing grade for this class.**

Throughout the term you will be providing me updates of your research paper. These updates will contribute to your final grade's computations.

APA Tutorial:

Complete the following APA tutorial. The tutorial should take no longer than 45 minutes—and even less if you are already familiar with APA Style. When you have completed the tutorial, please place a short statement in week 2's folder indicating you have completed and understand how to apply APA style. This will be graded as 100 or zero based upon your statement of completion. In other words, if you do the tutorial, you get a 100. If you ignore the tutorial, you get a zero.

https://extras.apa.org/apastyle/basics-7e/#/

Note:

All written work must conform to current APA guidelines (12-inch font, Times Roman, 1" margins, double spaced) unless otherwise indicated.

Late Work: Because this is a graduate course, late work will not be accepted except in emergency situations supported by documentation. Assignments are expected to be submitted on time. If you anticipate an issue submitting on time, then you need to communicate with me ASAP.

Assignment Grading Weights:
35% of grade is based on course room discussions and responses to other students
30% of grade is based on final paper
20% of grade is based on Journal Article Reviews
10% of grade is based on updates to your project
5% of grade is based on completing the APA tutorial

The University has a standard grade scale:
A = 90-100, B = 80-89, C = 70-79, D = 60-69, F= below 60, W = Withdrawal, WP = withdrew passing, WF = withdrew failing, I = incomplete. An incomplete may be given within the last two weeks of a long term, within the last week of an 8-week session, or within the last two days of a microterm to a student who is passing, but has not completed a term paper, examination, or other required work for reasons beyond the student's control. A grade of "incomplete" is changed if the work required is completed prior to the last day of the next long 16-week term or 8-week session, unless the instructor designates an earlier date for completion. If the work is not completed by the appropriate date, the I is converted to an F.

Student Grade Appeals: Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

Tentative Schedule

Week	Dates	Readings	Assignments
1	1/12 – 1/18	Ripley Ch 1 CERC Ch 1	1. **Post intro by Wed** 2. Answer both DQs no later than (NLT) 11:59 pm CST on Thursday 3. Respond to classmates' DQs NLT Sunday 11:59 pm CST

2	1/19 – 1/25	Ripley Ch 2 CERC Ch 2, 3	1. Answer both DQs NLT 11:59 pm CST on Thursday 2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday 3. Topic for final paper due NLT Sunday 11:59 pm CST 4. APA Tutorial due NLT Sunday 11:59 pm CST
3	1/26 – 2/1	Ripley Ch 3 CERC Ch 4, 5	1. Answer both DQs NLT 11:59 pm CST on Thursday 2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday 3. <u>Article review due **Friday** NLT 11:59 pm CST</u> 4. Responses to classmates' articles due NLT Sunday
4	2/2 – 2/8	Ripley Ch 4 CERC Ch 6, 7	1. Answer both DQs NLT 11:59 pm CST on Thursday 2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday 3. Paper update due NLT Sunday 11:59 pm CST
5	2/9 – 2/15	Ripley Ch 5 CERC Ch 8, 9	1. Answer both DQs NLT 11:59 pm CST on Thursday 2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday 3. <u>Article review due **Friday** NLT 11:59 pm CST</u> 4. Responses to classmates' articles due NLT Sunday
6	2/16 – 2/22	Ripley Ch 6 CERC Ch 10, 11	1. Answer both DQs NLT 11:59 pm CST on Thursday 2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday 3. Paper update due NLT Sunday 11:59 pm CST
7	2/23 – 3/1	Ripley Ch 7 CERC Ch 12	1. Answer both DQs NLT 11:59 pm CST on Thursday 2. Respond to classmates' DQs NLT 11:59 pm CST on Sunday
8	3/2 - 3/7	Ripley Ch 8 & Conclusion CERC Ch 13	1. Answer both DQs NLT 11:59 pm CST on Thursday 2. Respond to classmates' DQs NLT 11:59 pm CST on **Friday** 3. Paper due NLT **Friday** 11:59 pm CST