



# Senior Managers' Course in ERW & Mine Action: 2012

James Madison University  
Harrisonburg, Virginia  
16 May–13 June



## INVITATION TO APPLICANTS

Course funding provided by



## COURSE DESCRIPTION and OBJECTIVES

The ERW and Mine Action Senior Managers' Course, as taught at JMU, is organized using a modular approach and drawing on the expertise of a number of university professors and subject-matter experts. The course seeks to integrate the latest thinking in the field of business management with the practical experience of ERW and mine-action operators. The goal is to hone the skills of **senior managers of national ERW and mine-action programs** so that countries can more effectively and efficiently clear their lands of landmines and other explosive remnants of war.

The curriculum of the five-week course has three main objectives:

1. To develop the personal skills needed by effective managers, such as oral and written communication, time management and media relations.
2. To provide training in business management practices and their applications to the field of ERW and mine action, encompassing such topics as strategic planning, project management, leadership skills and human resource management.
3. To enhance managers' knowledge of ERW and mine action challenges, techniques and requirements, including the application of mine action standards and international law, the latest developments in GIS and information management, and risk management and insurance needs, among others.

The course culminates with a week-long case study exercise that challenges the participants to apply what they have learned in the previous four weeks. The participants benefit during the exercise from collaborating with their classmates as they work in small groups.

One hallmark of the course is the learning that takes place not just from the interaction between the instructors and the participants but also from interactions among participants, who all have considerable field experience themselves and have much to share and learn from each other. All participants are asked to make a presentation to the group that explains their country's mine-action situation and program, or that focuses on a certain feature of their program that is of particular interest to participants. Course administrators will assign topics to prepare in advance. The course is organized to promote interaction and foster beneficial personal relationships among the participants and between them and the course instructors and staff.

## COURSE CONTENT

The Mine Action Information Center (MAIC) conducted five mine action senior management training courses sponsored by the UNDP from 2004-2007. In 2010, the MAIC, now under the umbrella of the new Center for International Stabilization and Recovery (CISR), conducted the first Senior Managers' Course sponsored by the US Department of State, Office of Weapons Removal and Abatement. The 2012 course also is sponsored by the US Department of State. These courses are similar to the past UNDP courses but revised to meet the changing needs of national programs charged with the responsibility of clearing their countries of the harmful presence of ERW and landmines.

In addition to an expansion of the topic from landmine action to include the broader threat of explosive remnants of war, the new courses also address the growing problem of excessive and inadequately stored conventional weapons stockpiles. The broader term used in the course, *Conventional Weapons Destruction*, encompasses programs to clear and destroy landmines and explosive remnants of war, to destroy excessive stockpiles of small arms and light weapons, and improve physical security and stockpile management (PSSM) of conventional weapons.

Below is a sample of topics that likely will be included in the 2012 course:

#### Personal Skills for Effective Management

- Time Management
- Proposal Writing
- Communication Skills
- Oral Presentations
- Media Relations

#### Business Management

- Introduction to Management
- Strategic Planning: SWOT Analysis & Stakeholder Analysis
- Strategic Planning: Goal Setting & Implementation
- Organizing: Organizational Structure & Design
- Organizing: Organizational Development/Managing Change
- Leading: Leadership Models
- Leading: Human Resource Management - Motivation
- Leading: Human Resource Management - Staffing & Training
- Controlling: Project Management
- Controlling: Control Process /Control Systems
- Controlling: Quality Management

#### Context, Tools and Techniques for Conventional Weapons Destruction

- History of Mine Action & Synergies with ERW Clearance
- Resource Mobilization, Funding Strategies & Proposal Writing
- US Government Programs in Support of Conventional Weapons Destruction
- The Role of the UN Mine Action Team & other UN Agencies
- Survey and Land Release
- Contracting, Liability, and Insurance
- International Mine Action Standards, National Standards & Quality Management
- Victim Assistance, AP Mine Ban Treaty and CRPD
- Survivor Assistance Programs
- ERW and Mine Risk Education
- Physical Security and Stockpile Management
- Promoting National Ownership Transformation
- The Role of NGOs in Mine Action
- Gender Mainstreaming and Diversity in ERW and Mine Action

#### Other Course-Related Activities:

- Choice of specialized short workshops on topics such as: Supervisory Skills, Negotiation, and Financial Accountability & Transparency

Detection and clearance technology demonstrations  
Optional computer training short courses (e.g., Microsoft Project)  
Presentations by participants to classmates, course faculty & MAIC staff

#### Field Trips and Extracurricular Activities (examples from past courses)

Weekend visit to Washington, D.C.  
Excursion to Montpelier, home of James Madison (4<sup>th</sup> US President & Principal writer of the US Constitution)  
Hiking in the Shenandoah National Park  
Tour of New Market Battlefield and Historical Park (US Civil War site)  
Memorial Day picnic and games in local Harrisonburg park  
Dinner in the homes of JMU staff and Harrisonburg residents  
University receptions with students, faculty & administrators

## PROGRAM STRUCTURE

**Date and place:** The Senior Managers' Course will take place over five weeks on the campus of James Madison University. Course instruction will occur from Wednesday, 16 May to Wednesday, 13 June 2012. Participants will need to **arrive on 14 May** and **depart on 14 or 15 June**. They should arrive and depart from Washington Dulles International Airport (IAD); the CISR/MAIC will provide ground transportation to Harrisonburg.

**Teaching:** In the implementation of the Senior Managers' Course, the CISR/MAIC works closely with the faculty of the James Madison University College of Business (COB). The College of Business is one of the most unique colleges in Virginia and one of the most prestigious in the country, ranking in the national top 5% of undergraduate business schools by *Business Week* magazine. JMU's COB offers a diverse selection of undergraduate academic programs in the fields of accounting, business administration core, computer information systems and management science, economics, finance and business law, hospitality and tourism management, international business, management, marketing, and quantitative finance, as well as graduate programs in business administration and accounting.

A number of leading subject-matter experts will provide instruction on topics of specialty, with time permitted for discussion and out-of-class conversation.

## APPLICATION PROCESS

Applications should be typed into the special form attached and returned to CISR/MAIC via e-mail.

The complete application must be accompanied by a recent color photograph of the applicant, plus scanned images of additional documents as indicated in the application, including a valid passport. Applicant's passport **MUST** be valid for **AT LEAST** six (6) months following the end of the course.

If English is not the applicant's native language or the language of his or her home country, the applicant must provide one of the documents listed in the application as evidence of

English proficiency. Scanned images of these documents should be sent by e-mail along with the application.

Applicants selected to participate in the course will be notified by e-mail. They should confirm their acceptance to attend by e-mail. Applicants are reviewed by CISR/MAIC staff in consultation with representatives at the US Department of State, Office of Weapons Removal and Abatement.

Because of the short time in which to select participants and process the required visas, preference will be given to those applicants who submit a fully complete application by the deadline. Care needs to be taken in reading and completing the application and providing the required supporting documents.

Preference will be given to applicants who have not previously attended a Senior Managers' Course at JMU or in Jordan.

**Applications should be submitted no later than 1 December 2011 to:**

Dr. Suzanne Fiederlein, SMC administrator

e-mail: [smc.jmu@gmail.com](mailto:smc.jmu@gmail.com)

## **COST OF PARTICIPATION**

- Participants must be willing to pay for transportation to and from the United States as well as have money for expenses for their first week in Harrisonburg.
- Airfare will be **reimbursed** up to a certain percentage (approximately 75-80% of cost of economy-class airline ticket)
- Up to \$400 will be given to assist with the cost of visas to enter the United States
- A modest *per diem* of approximately \$25/day will be provided to the participants after their arrival at JMU (disbursed after the first week of class).

## **ACCOMMODATIONS and MEALS**

- Most meals and all lodging will be provided to participants free of charge during the course. Participants will be housed in a hotel near the JMU campus. Hotel amenities include private room with bath, daily breakfast, on-site laundry facilities (participants responsible for the cost of laundry), phone and Internet service, exercise facilities, in-room refrigerator and micro-wave, and close access to restaurants and shopping.
- Transportation will be provided to and from the campus classroom in the mornings and late afternoon.
- Week day lunches will be served in a JMU campus cafeteria. Per diem rates include funds for purchase of dinner in area restaurants, although a number of special dinners and receptions are included in the course activities.
- Per diem allotments will not be distributed until **AFTER** the first week of the course. Participants must plan to bring enough cash (in US dollars) to cover incidental expenses for the first week and for travel to the course.

## UNITED STATES ENTRY VISA

Participants are required to apply for a J-1 visa, a visa for short-term scholars, unless they already have another type of visa that will allow them entry to the US to engage in short-term study. Participants should note that the J-1 visa restricts future travel in the United States. Since the program is funded by the Department of State, participants will enter the US with a restriction that will not allow them to return under a more permanent visa type for at least two years, during which time the participants will need to reside in their home country. They would be able to travel back and forth under a visitor's visa, or procure another J-1 visa for a different program. Participants will need to understand that they will not be able to obtain a visa to stay permanently in the US until they have lived back home for at least two years.

JMU personnel will assist applicants accepted into the course with applying for the required US visa. Please let us know if you already have a visa that will allow you to travel to and stay in the US for this course.

## HEALTH and INSURANCE

Participants must attest to their medical ability to attend and participate in this course. They must be free of any communicable/infectious diseases (for example, tuberculosis or trachoma) or any other illnesses that could present risks to persons that they will come in contact with. They must also be free of any medical conditions that would prevent them from carrying out training away from home. Participants must be in good health and enjoy a full working capacity.

All participants will be covered by emergency medical insurance while in the United States. This insurance covers costs for emergency medical care in the event of an acute illness or injury during their stay in the US. **The cost of routine medical and dental care as well as treatment for pre-existing conditions is not covered.** Participants must realize that routine health care or care for existing conditions can be expensive in the United States and that they are responsible for those costs. It is important that the participants be in good general health when they arrive in the US to attend the course. Questions or concerns about health care coverage should be directed to the SMC Administrator.

## OUR FUNDING PARTNER

The ERW and Mine Action Senior Managers' Course is being funded by a grant from the US Department of State, Office of Weapons Removal and Abatement.

## QUESTIONS?

Any questions about the Senior Managers' Course should be directed to the SMC Administrator ([smc.jmu@gmail.com](mailto:smc.jmu@gmail.com)). The SMC website contains more information about the course and its history (<http://maic.jmu.edu/about/training/smc/smc.htm>). This website will be updated periodically with information for participants.