

**Secretary of Defense  
Annual Report to Congress**

**On the Activities of the  
Western Hemisphere Institute for  
Security Cooperation for 2008**



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## EXECUTIVE SUMMARY

In challenging times, the Western Hemisphere Institute for Security Cooperation (WHINSEC) remains a relevant Department of Defense (DoD) asset and an important tool of U.S. foreign policy. Having completed its eighth year in December 2008, WHINSEC continues to contribute to the fundamental security requirements of our nation by maintaining a regional focus as it builds cooperative relationships and instills democratic values in its students. Located at Fort Benning, Georgia, WHINSEC continues to evolve its vision, thereby establishing itself as a premier education and training facility dedicated to providing junior and mid-career military, law enforcement, and civilian professionals from the Western Hemisphere a comprehensive curriculum that is responsive to a fluid and non-static security environment.

While the United States is fully engaged in the Global War on Terror, focusing its efforts primarily on two fronts, the Hemisphere remains in a relative state of peace in spite of significant political changes in the region since the turn of the century. Still, the United States and its partners in the Hemisphere face many challenges. As an integral part of DoD and interagency efforts to operate alongside nations of the Hemisphere to confront these challenges, WHINSEC participates in the strategic landscape as an agent of change because it is part of a long term approach to maintaining peace and stability in the region. In keeping with the international flavor of the organization, all courses at WHINSEC are taught in Spanish, enabling participating nations to send their most qualified candidates whose ability to attend would otherwise be limited by their level of proficiency in the English language (one course – the NCO Professional Development Course, is also taught in English for the nations of the Caribbean basin).

WHINSEC provides doctrinal solutions to our partner nations who seek to develop and prepare leaders to be better equipped to manage present and future security challenges. To that end, it offers a large cross section of leadership courses tailored to meet the specific needs of hemispheric nations. These courses are “full spectrum” and in-depth, teaching leadership and decision-making skills to leaders of all ranks and across multiple tactical and operational categories. These courses are doctrinally sound and enhanced by the Institute’s embedded and foundational Democracy and Human Rights Program.

WHINSEC is a values-based DoD educational organization, and the civilian and military members who work at the Institute are fully engaged with and supportive of its congressionally mandated mission. The faculty and staff are a first-rate, professional body, dedicated to their work on behalf of the nation and the Western Hemisphere.

In July of 2008 WHINSEC recognized the passage of command from Colonel Gilberto Pérez to Colonel Félix Santiago at a ceremony at Fort Benning. Colonel Santiago, who previously was the Military Group Commander in El Salvador, has already established himself as a superbly qualified Commandant and will continue to build upon the accomplishments achieved by WHINSEC under Colonel Pérez’s leadership.

The Institute -- which successfully completed all assigned missions and tasks during the preceding year -- is exceedingly transparent and remains open to the public on any occasion. Indeed, because the Institute takes great pride in its mission and its accomplishments, it encourages public scrutiny of all its activities, and looks to continue to be an essential security cooperation tool for the United States in developing partner capacity and fostering mutual relationships at the individual level for many years to come.

## **REPORT TO CONGRESS**

### **A STRATEGIC PREVENTIVE MEASURE**

Efforts aimed at building friends' and allies' capabilities constitute an investment in preventing potential hostilities. The Secretary of Defense, in an article for *Foreign Affairs* entitled "A Balanced Strategy: Reprogramming the Pentagon for a New Age", brought to light the criticality of strategic prevention. Secretary Gates stated, "Where possible, U.S. strategy is to employ indirect approaches --- primarily through building the capacity of partner governments and their security forces --- to prevent festering problems from turning into crises that require costly and controversial direct military intervention." He also indicated, "In this kind of effort, the capabilities of the United States' allies and partners may be as important as its own, and building their capacity is arguably as important as, if not more so than, the fighting the United States does itself."

In the process of building capacity, international cooperation is fostered as well. Nonetheless, capacities, and international cooperation and partnerships, just like individual skills and personal friendships, are not developed overnight. They are cultivated through a process that includes, at a minimum, effective training that is focused on regional challenges and effective communication among all parties involved, reciprocated support, and the identification of common goals. This progression must lead to mutual understanding, trust, and the unwavering willingness to make shared sacrifices. In addition to this willingness to cooperate, allies and friends must be fully capable of getting the job done. It is precisely this concept that makes WHINSEC so strategically valuable. The Institute is an investment in terms of preventing hostilities in other phases of the spectrum of operations. The organization brings military, civilians, and police from several nations together in an environment where the official language is their native tongue. It constitutes a unique hemispheric forum where international students and guest instructors learn about each other, developing personal relationships that lead to international cooperation -- a vital element to achieving success in the contemporary operational environment.

### **FOUNDING LEGISLATION**

The Western Hemisphere Institute for Security Cooperation was established by the Floyd D. Spence National Defense Authorization Act for FY 2001, enacted by Public Law 106-398, Section 1, October 30, 2000. Under this legislation, the Institute opened its doors on January 17, 2001. The Army was named Executive Agent, and the institute was assigned to Training and Doctrine Command (TRADOC) through the Combined Arms Center (CAC). A recent CAC reorganization initiative provided some modification to the overall command and control structure; the Commandant of WHINSEC reports directly to the Deputy Commandant of the Combined Arms Center instead of the Commanding General of the Combined Arms Center, as he had in the past. The CAC Leader Development & Education (CAC LD&E) initiative streamlines the leader development missions of CAC, of which WHINSEC is part. Regardless of organizational changes, the Secretary of Defense retains oversight responsibilities, which include an annual review of WHINSEC by an independent, federally-chartered Board of Visitors (BoV).

### **PURPOSE AND OBJECTIVES**

**Mission Statement.** The purpose of the Institute is to provide professional education and training to eligible personnel of nations of the Western Hemisphere within the context of the democratic principles

set forth in the Charter of the Organization of American States (such charter being a treaty to which the United States is a party), while fostering mutual knowledge, transparency, confidence, and cooperation among the participating nations and promoting democratic values, respect for human rights, and knowledge and understanding of United States customs and traditions.

The WHINSEC mission, mandated by Congress, provides the Institute with the opportunity to promote democratic values, respect for Human Rights and the knowledge of U.S. customs and traditions among its students. Likewise, WHINSEC's charter enables it to build strong relationships among participating nations and their militaries, which will in turn work to ensure hemispheric peace and stability, and to clarify the role of a military within a democracy. The aforementioned opportunities translate into specific objectives for the institute as it goes about the business of educating and training current and future leaders from throughout the hemisphere.

### **BOARD OF VISITORS (BoV)**

The BoV is a Federal Advisory Committee charged with advising the Secretary of Defense on the Institute's curriculum, instruction, physical plant, fiscal affairs, and academic methods. The Board conducts an annual review of the Institute's operations and activities to determine whether it complies with applicable U.S. laws and regulations, is consistent with U.S. policy goals towards Latin America and the Caribbean, adheres to current U.S. doctrine, and provides instruction under the curriculum that appropriately emphasizes the rule of law, due process, civilian control of the military, and the role of the military in a democratic society. The Board also ensures that the Institute's curriculum is relevant and meets Congressional requirements. The most recent Board meeting was held at WHINSEC on December 5, 2008, and the next meeting will take place on Capitol Hill in June of 2009. The BoV provides the Institute with valuable feedback and offers recommendations on how to meet the challenges of the coming year more effectively. The Board meetings are announced in the Federal Register and are open to the public. The BoV membership includes representation from the following: Chairman and Ranking Member of the Senate and House Armed Services Committees; Secretary of State; Commanders of DoD's U.S. Southern Command (USSOUTHCOM) and U.S. Northern Command (USNORTHCOM); Commanding General, TRADOC; and six members designated by the Secretary of Defense. The six members designated by the Secretary of Defense include, to the extent practicable, people from academia and the religious and human rights communities. In addition to the thirteen board members, advisors and subject matter experts assist the BoV in areas the Board deems necessary and appropriate.

### **CURRICULUM**

To meet mission requirements, WHINSEC provides a broad range of courses, which are made available to Western Hemisphere nations -- in residence at WHINSEC, or in the form of Mobile Training Teams -- and are based on the requirements and requests of both the United States and sending nations. The WHINSEC course catalog offers a robust listing of courses that encapsulates major doctrinal themes, and is supportive of USSOUTHCOM and USNORTHCOM security cooperation objectives. Among them are specialized courses in leadership development, counter-drug operations, peace-keeping operations, information operations, and medical assistance. Unique amongst the world's military training institutions, WHINSEC offers a core block of instruction on Democracy and Human Rights, which is taught to every student who enters the Institute. Among these, the courses range in length from one to

fifty-one weeks, and are taught completely in Spanish (with the exception of one NCO Professional Development Course geared to Caribbean partners).

The content of each course offered at WHINSEC is derived from other agencies' established courseware, including TRADOC, the Federal Emergency Management Agency (FEMA), the State Department, and the Department of Justice. Although WHINSEC generally does not generate its own course material, it does a considerable amount of translation to convert the proponent courses into Spanish.

### **ACCREDITATION**

WHINSEC's courses are accredited by TRADOC for their military value. During 2008, the American Council on Education conducted its third biennial evaluation of WHINSEC's curriculum, assigning credit-hour values to our curriculum that can be used in appropriate civilian degree programs. This year, ACE validated a total of 14 hours as eligible for credit at the lower baccalaureate level, seven hours as eligible for credit at the upper baccalaureate level, and 15 hours -- all from the Intermediate Level Education Course --, as eligible for graduate level credit.

### **DEMOCRACY AND HUMAN RIGHTS PROGRAM**

Since its inception, WHINSEC has strived to strengthen its comprehensive and integrated Democracy and Human Rights Program. A model for human rights training within the DoD educational system, WHINSEC's Human Rights, ethics, and democracy program is dynamic -- at its conceptual core, it delivers to the students a coordinated worldview of human rights, the rule of law, due process, and the role of the military in a democratic society. Additionally, the program introduces students to the U.S. way of life, showcasing democratic customs and norms in action through a variety of application exercises and field trips. The most recent national election, for example, provided WHINSEC a great opportunity to have students observe, first hand, the democratic system at work in our country. During a trip to a local voting site in Columbus, Georgia, students witnessed voters select their choice for local, state, and national offices. Additionally, students participate in the Field Studies Program, which incorporates trips to Washington DC, New York City, Atlanta, and other venues in the local area in order to study various components of governmental systems and institutions.

A cornerstone of the Democracy and Human Right Program is the core block of instruction -- the Democracy and Human Rights class -- which is taught to every student who enters the institute. Each student must pass a written examination based on the instruction. Although legislation established a baseline requirement that WHINSEC provide eight hours of human rights training, WHINSEC embeds at least ten hours of instruction into its courseware, but the exact number of hours is often greater according to the duration and complexity of a specific course. WHINSEC augments the Democracy and Human Rights class with a block of instruction that focuses on ethical decision-making, providing insight to the students on the decision-making process during times of stress related to combat or other challenging circumstances.

Another course offered by WHINSEC, specific to its human rights initiatives, is the Human Rights Instructor Course, supported by the Engagement Skills Training Facility -- an effective computerized visual tool that requires responses from an individual confronted with human rights dilemmas, and the lawful use of force in a given situation. This year, 106 students from five countries (Colombia,

Dominican Republic, Ecuador, Paraguay, and Peru) graduated from this course, which was offered six times throughout the year. This three week course prepares students to become human rights instructors in their own organizations, and provides them with an in-depth overview of the application of human rights and legal considerations to the conduct of military and police operations.

WHINSEC also offers its Democracy and Human Rights Week, which this year took place during the week of July 7-11, 2008. This is a comprehensive week dedicated specifically to human rights and democracy issues -- the goal is to have students enrolled at WHINSEC attend a series of lectures in the auditorium, regardless of the class they are attending. This year, three guests speakers came to the Institute to lecture and hold discussions relative to the legal principle of due process, the Military Justice System, and International Human Rights Law, among other overarching themes. Beside the subject matter expertise brought by guest speakers to Democracy and Human Rights Week, practical exercises and in-depth question and answer sessions facilitates the effectiveness of this important lecture series. This year, a staff-ride to Andersonville National Historic Site, not too far from Fort Benning, stressing humane treatment of detainees and prisoners of war, provided students a human rights case study from the pages of U.S. history.

#### **WHINSEC FACULTY AND STAFF AND GUEST INSTRUCTOR PROGRAM**

The WHINSEC faculty and staff include representatives from throughout DoD and other U.S. Government agencies. This highly functional professional body includes seventy-eight U.S. Army personnel, one U.S. Air Force officer, one Marine Corps officer, and seventy DoD civilian personnel. In addition, there are four Title 10 Program instructors, and seven employees contracted by the U.S. Government. Furthermore, a key and essential component of WHINSEC's professional expertise is its internationally robust Foreign Guest Instructor (FGI) program, which currently comprises fifty-nine instructors who hail from eighteen nations from within the Western Hemisphere. The FGI program at WHINSEC consists of 33 U.S.-funded positions. As a complement to the U.S.-funded FGI program, WHINSEC is authorized to accept, at no cost to the U.S. Government, the services of additional Volunteer Foreign Guest Instructors (VFGI). Both of these guest instructor programs are an integral part of executing an effective security cooperation program. The VFGI program is dependent on the volition and economic capacity of foreign governments to fund and provide individuals. WHINSEC attempts to ensure equitable representation and proper distribution of all the participating nations of the Western Hemisphere. The experiences and expertise provided by the individual instructors participating in the FGI and VFGI programs ensures that the Institute remains relevant and effective, within the context of conditions that exist in the region at any given time. Finally, the FGI and VFGI programs are augmented by representatives from the interagency, including one instructor detailed to the Institute by the U.S. foreign-service on a full time basis. Other agencies, including the Drug Enforcement Agency, Department of Justice, and Department of Homeland Security, have provided support to the Institute on a case-by-case basis.

#### **ACADEMIC DEPARTMENTS**

**The Department of Intermediate Level Education:** The Command and General Staff Officer course (CGSOC) -- also known as Intermediate Level Education (ILE) in the U.S. Army's officers professional military education (PME) system -- is a superb course that seeks to produce officers who are fully

competent to work in mid to high level staff positions and in key leadership positions as they progress through their careers serving in positions of increasing responsibility. Students who attend this course at WHINSEC emerge from the classroom better prepared to work effectively and efficiently in joint, interagency, and multinational environments. A key ingredient of the officers' education at WHINSEC is the challenge to think creatively, and to solve difficult and complex problems while studying alongside a group of their peers. This "critical thinking" approach, where students are not presented any "school-house" solutions but are encouraged to "think outside of the box," enables them to adapt to continuous organizational and technological change more effectively. They are better prepared to operate in complex and rapidly changing environments. The CGSOC at WHINSEC uses the same program of instruction used by the U.S. Army CGSOC at Fort Leavenworth, Kansas, with the exception that the WHINSEC CGSOC is conducted entirely in the Spanish language and has additional academic requirements that focus on the threats and conditions confronting military and police forces in the Western Hemisphere. The WHINSEC CGSOC is made up of officers from the United States and partner nations in North America, Central America, South America, and the Caribbean. The U.S. officers receive the same professional development credentials as their counterparts who attend the Fort Leavenworth course. The course is open to Majors, or a Major equivalent, from the Army, Air Force, Navy, and Marine Corp or the national police force of respective countries. This year, WHINSEC hosted 53 student officers in attendance at ILE, 16 of those were international students and 37 were U.S. students.

Additionally, this Department conducts the Joint Operations Course.

**The Directorate of Education:** This directorate leads the operations division from which all resident and external training is planned, coordinated, and conducted; it also includes the John B. and Elena Amos Library; and the International Student Division, which is charged with coordinating and supporting the participation of WHINSEC's international student body. Additionally, the directorate leads the Staff and Faculty Development Division, providing the critical function of training course instructors through the thirteen-day Instructor Training Course (ITC) and the Small Group Instructor Course. This division also operates the International Learning Center where faculty and students study Spanish, English-as-a-Second Language, and Portuguese. This Directorate also is charged with leading the following three major training departments, which graduate 97% of the students trained by the institute:

- **The Master Sergeant Roy Benavidez Noncommissioned Officers (NCO) Academy:** This academy is named in recognition of a Hispanic Medal of Honor recipient, Master Sergeant Roy Benavidez. It offers an NCO Professional Development Course in two versions, English and Spanish. There has been an increased hemispheric focus on professional education and training for NCOs in the military and police. The resulting rapid increase of NCO students attending the Institute led to the creation of an NCO Academy as a separate Department. The curriculum is based on materials presented at other U.S. Army Noncommissioned Officer Academies. The courses enhance the professionalism and individual leadership skills of the noncommissioned military leader/supervisor and the law enforcement junior leader.



- **The Department of Civil-Military Studies:** This department focuses on the knowledge and skills needed to improve interagency and civil-military cooperation, as well as individual professional military education. The curriculum consists of peacekeeping operations planning, civil-military operations, disaster relief, and leadership education and training. Example courses include Human Rights/International Law and Democracy, Resource Management and Logistics, Peacekeeping Operations, Information Operations, Civil-Military Operations, and the Captains Career Course. Visiting faculty is composed of representatives from the Department of State and professors from hemispheric academic institutions.
- **The Department of Tactics and Special Operations:** This department trains officers, noncommissioned officers, police, and civilians in leadership and professional skills. Courses range in length from nine days to thirteen weeks and include instruction in the following skills: counter-narcotics operations, counter-narcoterrorism information analysis, engineer operations, advanced lifesaving and medical techniques, intelligence officer planning, and cadet professional development and leadership. The U.S. Immigration and Customs Enforcement and the Drug Enforcement Administration both provide adjunct faculty. In addition to the mandatory human rights training during the first week of each course, human rights training is integrated in scenario-driven exercises both in the classroom and in the field.

### **STUDENTS**

The students who attend WHINSEC are men and women—military, law enforcement, and civilians—from the member states of the Organization of American States (OAS). International students in attendance are selected through the same process as all foreign students coming to the United States for government-sponsored training. To that end, WHINSEC does not select its students; rather, they are nominated by the sending nation. Although WHINSEC is not in the business of selecting students, it does not waver in support of detailed scrutiny of each student candidate. It is imperative that all nominees given the opportunity to participate in WHINSEC's training programs undergo a thorough evaluation process to ensure compliance with human rights and corruption standards, and to preclude the admittance of individuals with a criminal record. Each nominee, therefore, is screened by the U.S. Embassy in each respective country. In turn, the State Department follows up the screening process by conducting a thorough vetting process -- a background review -- in keeping with the requirement codified in the Leahy Amendment. In FY 2008, WHINSEC presented 39 courses and hosted 1196 students in residence at Fort Benning (292 of this number were police personnel), and trained an additional 280 students in their countries through WHINSEC's Mobile Training Team (MTT) programs.

### **OPERATING BUDGET**

The FY 2008 WHINSEC operating costs totaled \$13M. Normal Army Operation and Maintenance accounts that fund civilian salaries and day-to-day operations paid for \$10.1M of the total operating cost. WHINSEC also received \$2.5M in tuition. Funding sources included Foreign Military Sales and Security Assistance programs such as the Department of State's appropriations for International Narcotics Control and Law Enforcement, and the International Military Education and Training (IMET) programs. USSOUTHCOM, the Department of the Army, and the Security Assistance Training Field Activity provided an additional \$398K in reimbursements for MTTs, travel, and Field Studies Program.

## **INTERNATIONAL MILITARY EDUCATION TRAINING (IMET) FUNDING**

**IMET.** The IMET program's traditional purpose of promoting more professional militaries around the world through training and education has taken on greater importance as an effective means to strengthen military alliances and the international coalition against terrorism. IMET has made partner nation militaries more efficient and effective and has improved interoperability among United States, NATO, and regional coalitions. Recipients of IMET training include foreign military personnel and civilian government and NGO personnel whose participation contributes to improved civil-military relations, civilian control of the military, and human rights. It is a low-cost, grant component of the U.S. Security Assistance program, and is funded through the Department of State's International Affairs budget. Western Hemisphere countries traditionally rely heavily on IMET to support their students' attendance at WHINSEC.

**Expanded IMET (E-IMET).** This subset of the overall IMET program has the same basic goals as IMET, but qualifying courses concentrate specifically on defense resource management, the principle of civilian control of the military, cooperation between military and law enforcement personnel with respect to counter-narcotics law enforcement efforts, and improving military justice systems and procedures in accordance with internationally recognized human rights standards. Five WHINSEC courses have been certified to receive E-IMET funding: *Human Rights Instructor, Civil Military Operations, Democratic Sustainment, International Operational Law, and Resource Management and Logistics.*

## **FACILITIES**

As a consequence of decisions made in support of the Base Realignment and Closure Act, WHINSEC has relocated to other facilities on Fort Benning because its home for many years – the historic building “35”, Ridgway Hall -- is to be renovated on behalf of the Infantry Center, which will take up temporary residence there while its own buildings are renovated to house the Army's new Maneuver Center of Excellence. Although the plan calls for WHINSEC to return to its original home, it now occupies three buildings and conducts classes out of modular classrooms. This move, which occurred over several months beginning in October of 2008, minimally affected WHINSEC's ability to conduct business. In spite of the move and in coordination with the Infantry Center, WHINSEC retains space in building 35; the Amos Library, and the Language Laboratory will not relocate to WHINSEC's new facilities.

- The John B. Amos and Elena Diaz-Verson Amos Library contains approximately 20,000 volumes, most of which are in Spanish. The library also manages an extensive military history collection. In addition, WHINSEC is connected to the General Library Integrated System (GLIS), which connects U.S. Army libraries; additionally, it is a member of the On-Line Computer Library Center, which gives the library access to more than 57,000 libraries around the world.
- The language laboratory at WHINSEC is a state of the art facility that provides students access to language software through a network of 35 computer stations. Students pursuing language skills in English, Spanish, or Portuguese benefit from this important asset, which serves to enhance the education experience of our students.

- Other key WHINSEC facilities include the Drug Laboratory Simulator, which is a mock cocaine processing lab. This training tool facilitates the hands-on law enforcement aspect of WHINSEC’s curriculum, and provides a realistic representation of what students might confront upon return to their respective countries, in the context of counter-drug efforts. Additionally, WHINSEC utilizes its Engagement Skills Trainer (EST) to provide realistic situational awareness to students in order to prepare them for “shoot-don’t shoot” situations. These are unique, video-driven scenarios in which the student is required to make split second, life and death decisions. Each scenario presents “urban warfare” and “civilians on the battlefield” predicaments. The intent of these scenarios is to demonstrate for students that their actions have consequences, and they are designed to help students prevent unintended injuries to civilians in the event they are faced with difficult circumstances in which civilians are part of the equation.

### **INITIATIVES – 2008**

A major objective of the WHINSEC commandant is to monitor the strategic landscape of the Hemisphere so that the Institute continuously develops appropriate curriculum and special projects initiatives. WHINSEC’s goal is not only to build a partner nation’s capabilities, but to promote hemispheric cooperation, trust, and peace. Highlights of ongoing WHINSEC initiatives include:

- WHINSEC continues to work with the U.S. Army Cadet Command (ROTC), West Point, and the Naval Academy to offer a language immersion and cultural awareness opportunity to their cadets/midshipmen. The pilot program occurred this past summer with great success; 10 cadets joined one of our Cadet Leader Courses in which they studied along-side cadets from other nations. Feedback has been quite positive as the cadets commented that the experience was a highlight of their summer. The timing of the U.S. cadets’ attendance at WHINSEC coincides with the 3 week Airborne School at Fort Benning. Several cadets, upon completion of the WHINSEC course, continued on to Airborne School --- thus, an active and “time well spent” summer for these future U.S. leaders.
- WHINSEC participates with the U.S. Army South (ARSOUTH) and other Army commands in relevant training events, including MTTs, conferences, exercise support, and seminars in the region. The institute sends selected individuals to augment specific training requirements in order to facilitate the training of officers, NCOs, and soldiers in the region.
- WHINSEC is pursuing an initiative to develop a Senior Enlisted Advisor’s Course because of the regional emphasis on training and development of NCOs, and the fact that more law enforcement and military operations demand competent and professional NCOs. Although the U.S. Army Sergeant Majors Academy at Fort Bliss, Texas, offers a highly professional course, it is about nine months long and taught exclusively in English. WHINSEC envisions a much shorter version, three to four months in length, taught in Spanish.
- At the request of our Chilean partners, WHINSEC developed and conducted a squad-leaders course (TAC-12), which was offered this Fall, to great success. Consequently, TAC-12 will be

incorporated into the WHINSEC course catalog and offered to other nations who would like to participate.

- WHINSEC is working with the Naval Small Craft Instruction and Technical Training School (NAVSCIATTS) in Stennis, Mississippi, to augment its instruction with the Counter-Drug Course (TAC-6). The intent is to take students from WHINSEC to NAVSCIATTS so that they can participate in relevant maritime training at the school.
  
- WHINSEC has initiated a comprehensive outreach program, visiting and hosting dignitaries and other individuals interested in learning more about the Institute and its mission. This past year provided WHINSEC many opportunities to participate in outreach programs, including a visit to the American Legion Convention in Phoenix, Arizona; briefings at several local Chamber of Commerce events in Columbus, Georgia; hosting staff delegation visits; and a series of media events, including a visit to the Institute by Dan Rather. Likewise, a multitude of foreign dignitaries passed through WHINSEC's building, usually coming as invited guest speakers, but in some cases, coming on fact finding missions, seeking more information on WHINSEC.

# **Annex 1**

## **WHINSEC Course List**



## ***Western Hemisphere Institute for Security Cooperation Course List***

*Note: Mandatory Democracy and Human-Rights Awareness Training:* Students in every course receive instruction on and discuss human-rights issues that affect military and police operations of all kinds. A three-hour class provides an overview of U.S. democracy and the traditions, customs and practices common to most U.S. citizens. Students receive training in the definition, concepts, and historical development of human rights and international humanitarian-law precepts and discuss human-rights case studies. They receive instruction on the concepts of civilian control over the armed forces and the U.S. democratic process. Theoretical training is followed by a written exam, and situational exercises are embedded in tactical training.

### **CMS-1 Civil Military Operations Course**

**Duration: 6 Weeks**

**Purpose:** To provide fundamental knowledge and training to prepare students to plan and conduct civil-military operations, to serve as civil-affairs advisors to field commanders on civil-affairs matters and civil-military operations, to interact with the military on civil-military operations, and to plan and execute disaster-relief operations during peacetime and in times of crisis. Students learn the crisis-action-planning procedures to ensure integrated planning and execution of planned interagency disaster-relief/preparedness operations.

### **CMS-3 Departmental Resource Management Course**

**Duration: 6 Weeks**

**Purpose:** To develop an understanding and appreciation of the concepts, principles, methods, techniques, and decision-making skills related to defense resources and logistics management for selected military, police, and civilian-official leaders and managers. This course is designed to instruct personnel in resource and logistics management concepts, principles, methods, techniques, systems analysis, and decision-making skills, culminating with a practical hands-on resource-management case study. Instruction includes economic reasoning, management theory and group dynamics, quantitative reasoning, strategy/policy formulation, analytical decision-making, and program analysis, implementation, execution, and control. Logistics instruction enhances the understanding of the interrelationships and interdependence among logistics functions and the organizational structure of logistics management. Also included is an overview of the Army logistics system using the life-cycle management model as the common thread of the course. The management skills instruction is oriented toward improving the students' decision-making abilities. This instruction provides knowledge of the techniques and considerations necessary for transparent and accountable resource and logistics-management procedures. Additional instruction for each student integrates fifteen hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

### **CMS-5 Human Rights Instructor Course**

**Duration: 3 Weeks**

This course is designed to present a number of techniques for effective teaching and integration of human rights within military and security-force training. The students will be trained to implement the concepts and methodology of human rights training in battalion-sized units within their country of origin. Retainable course materials will include a professionally developed human rights video, a booklet with pertinent reading materials, and a computer-assisted training package to help in presenting the instruction.

CMS-6 Peace Operations Course

Duration: 6 Weeks 2 days

To train military and civilian officials in Peace Operation Tactics, Techniques, and Procedures (TTP) related to military engagement, security cooperation, and deterrence.

This course will familiarize students with emerging U.S. and UN doctrine for Peace Operations (PO). Training will focus on TTP for Peace Operations, including logistics support, chain-of-command structures, rules of engagement development, and information operations. Further instruction will be conducted in preventive medicine and sanitation for those who conduct PO as well as for national citizens. Training will encompass the role of civilian controls on military operations and the varying roles civilian non-governmental organizations perform in supporting PO. Additional instruction for each student integrates fifteen hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

CMS-10 Information Operations Course

Duration: 9 weeks

Purpose: To educate mid- to senior-level military officers and selected civilian government officials in information operations (IO). The course focuses on presenting approved U.S. Army IO doctrine and Joint IO policy guidance. Primary emphasis is on training students to function as IO staff officers and advisors at the division and joint level. Students learn to plan, organize, and supervise the integration of all resources into effective IO campaigns in military operations in peace and in times of conflict. Students are instructed in the critical roles of public affairs and civic action in command-and-control (C2) operations as well as the separation of these abilities to ensure institutional credibility, effectiveness, and international legitimacy. The course gives students a common baseline of IO knowledge upon which to employ IO tools and techniques correctly and legally. Students are exposed to five foundational elements of IO— integration and coherence; intelligence and exploitation; information projection; information protection; and organization, training, and equipping. The instruction includes a combination of instructor lectures, guest speakers, and guided discussions. The course concludes with a practical exercise focusing on the role of information management in integrated IO. Additional instruction for each student integrates fifteen hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

DEV-2 Instructor Training Course  
(English and Spanish)

Duration: 2 Weeks, 3 Days





functions and leadership roles of an intelligence officer. Major subject areas include: intelligence preparation of the battlefield (IPB); intelligence support to the military decision-making process (MDMP); security of intelligence and operations; threat analysis, and automated data processing in support of intelligence operations. Additional instruction includes fifteen hours in human rights, due process of law, civilian control of the military, and the role of the military in a democratic society.

OPME – 3 Captains Career Course

Duration: 18 Weeks

Purpose: To train combined-arms company commanders and battalion-level staff officers. Officers receive instructions in the fundamentals of leadership, military law, troop-leading procedures, Army doctrine, and full spectrum company-level and battalion staff operations. Students then receive extensive instruction in war-fighting functions. Using small-group instruction, students additionally learn the tactical level of war and plan military operations at the company, battalion, and brigade levels. Students participate in the Joint Conflicts and Tactics Simulation (JCATS) designed to reinforce the concepts of combined-arms operations in a tactical environment. Further instruction integrates English as a Second Language (ESL) training, fifteen hours of human rights, the rule of law, rules of engagement, due process, civilian control of the military, and the role of the military in a democratic society.

OPME-4 Intermediate-Level Education

Duration: 51 Weeks

Purpose: To educate and train officers and civilian officials of all services for duty as field-grade commanders and as principal staff officers at brigade and division level in their armed forces. Graduates will be able to command battalions, brigades, and equivalent-sized units in peace or war; train these units to accomplish their assigned missions; employ and sustain weapon and equipment systems in combined-arms operations; serve as principal staff officers from brigade to corps and as staff officers of major army, joint, unified, or combined headquarters; and efficiently manage manpower, equipment, money, and time. The ILE provides a broad base of fundamental knowledge and skills via the core curriculum and develops student intellectual depth and analytical ability. The Department of the Army has accredited this course as equivalent to the U.S. Army Command and General Staff College Course presented at Fort Leavenworth, Kansas. United States students attending WHINSEC's ILE receive MEL4 and Joint Military Professional Education (JMPE) Phase 1 designation upon graduation. The Intermediate Level Education Course curriculum combines the doctrine and principles of combat service- support functions. Students will become familiar with doctrine, tactics, and staff procedures, apply techniques and will be capable of serving as members of, or leading, high-performing staff organizations. The course also includes an orientation tour of the United States, during which students visit major military installations, service schools, and Washington, D.C. Academic content is oriented to the university and post-graduate level of instruction. Additional instruction for each student integrates forty-three hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

## Duration: 6 Weeks

Purpose: To train field-grade officers in national-defense strategy, military instruments of power, joint operations, decision-making, and planning processes through formal lectures and ample case-study analysis. This course is designed to train field-grade officers to function as multinational and joint-operations officers. The course is partitioned into six sections: national-defense strategy, military instruments of power, joint planning, crisis-action planning, regional contingency planning, and a comprehensive campaign-plan presentation. National-defense strategy consists of strategic concepts, domestic and internal factors influencing a nation's foreign policy agenda, an analysis of national security and military strategy, and the relationship between the two. Military instruments of power describe the structure, missions, and functions of the Department of Defense, including the joint commands and the services (Army, Navy, Marine Corps, and Air Force). Joint-planning training consists of instruction in deliberate planning (initiation, concept development, and plan-development procedures), and crisis-action planning procedures (CAP). Regional-contingency planning consists of mission analysis, planning guidance, staff estimates, commander's estimates, concept of operations, and concept review. The plan-development phase includes force planning, support planning, and transportation planning. The campaign-plan presentation is conducted as a capstone exercise to integrate all previous joint-operations instruction. Additional training for each student integrates fifteen hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

## TAC-6 Counterdrug-Operations Course

Duration: 9 Weeks

Purpose: To provide selected military and law-enforcement officers and enlisted personnel at the operator level with specialized training in the development of battalion-level staff and small-unit leadership skills in the areas of planning, leading, and executing counterdrug operations. The course focuses on teaching law-enforcement personnel how to apply military techniques and tactics in the conduct of counterdrug activities and provides instruction to military personnel on how to carry out operations other than war in a peacetime counterdrug operational environment. Training is oriented towards realistic and demanding field operations in which students develop counterdrug-interdiction skills through challenging performance-oriented training under a variety of conditions. This course provides comprehensive and specialized training in counterdrug-interdiction operations at the detachment and platoon level and emphasizes staff planning and command and control during effective execution of counterdrug operations against realistic targets and objectives. The course includes instruction on advanced marksmanship with both rifle and pistol, reconnaissance techniques, riverine operations, area-of-operations information analysis in support of counterdrug operations, intelligence preparation of the area of operations, physical fitness, unarmed restraining and disarming techniques, land navigation, communications, staff organization and planning, special infiltration and exfiltration techniques, drug-laboratory raids and safety considerations,

evidence handling, treatment and handling of suspects, and tactical-patrolling operations. All instruction is developed to enhance leadership, planning, and command and control in rural permissive and semi-permissive counterdrug environments. Students are formed into a joint and combined counterdrug unit and placed into an operational environment that follows the development of a realistic narcotics threat to regional stability. The scenario drives every training event and continuous intelligence updates based on current operations that enhance the training environment. Each planning and field exercise is progressive, and every operational activity includes one or more human rights situations to which students must correctly react. Students are rotated through leadership and staff-planning positions for optimal experience and learning opportunities. Additional instruction for each student integrates fifteen hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### TAC-7 Medical-Assistance Course

Duration: 5 Weeks, 3 Days

Purpose: To train selected officers and noncommissioned officers to perform lifesaving measures and apply basic field medical care in support of combat, counterdrug, or humanitarian operations. This course develops the medical skills required of personnel serving in military or law-enforcement units. Major subject areas include basic lifesaver measures, human anatomy, treatment of complicated injuries, fluid replacement, splinting, suturing, water purification, emergency childbirth, and minor surgical procedures. Additionally, students receive training in physical fitness, radio communications, water survival, and land navigation. Supplementary instruction for each student integrates fifteen hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### TAC-8 Engineer Operations Course

Duration: 4 Weeks

Purpose: To train engineers, law-enforcement officers, and noncommissioned officers to use conventional demolitions, mobility, counter-mobility, survivability, humanitarian demining operations, in support of counterdrug operations. Presented in accordance with U.S. doctrine, the main subject areas of the course include basic engineer operations, basic medical skills, basic counterdrug operations, and pathfinder operations. Additional instruction integrates human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### TAC-10 Counter Narco-Terrorism Information Analyst Course

Duration: 8 Weeks, 2

Purpose: To train selected military officers, noncommissioned officers, and selected law-enforcement agents, at the operational analyst level, on their duties and responsibilities when working in a counter narco-terrorist-operations environment. The main subject areas for the course are: intelligence duties and responsibilities in tactical intelligence, intelligence preparation of the battlefield, security of operations, and analysis techniques and procedures. This course prepares students to operate in a joint inter-agency

environment. Additional instruction integrates human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### TAC-12 Small Unit Leaders Course

Duration: 4 Weeks 1 Day

Purpose: To develop junior noncommissioned officers who are eligible for assignment to units whose primary mission is to engage in the close-combat and direct-fire battle, capable of (planning, organizing, and executing) small unit combat operations in a rural environment. Presented in accordance with U.S. doctrine, the course enhances the student's ability to conduct basic infantry squad-level operations. This course is designed to introduce junior commissioned officers to leadership skills through the use of basic light-infantry tactics, techniques, and skills. During the tactics portion of the training, students learn basic light-infantry squad planning and the application of leadership theory in a field environment. Intense focus is given to performance in leadership positions and situational and field-training exercises. Additional training for each student integrates fifteen hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### MTT-1 Joint-Operations Course (Mobile Training Team)

Duration: 2 Weeks

Purpose: To train field-grade officers in national-defense strategy, military instruments of power, joint operations, decision-making, and planning processes through formal lectures and ample case-study analysis. This training is designed to be conducted using a mobile training team (MTT) deployed to a requesting country. The training is for field-grade officers who will be assigned as multinational and joint-operations officers. The training is divided into six sections: national-defense strategy, military instruments of power, joint planning, crisis-action planning, regional-contingency planning, and a comprehensive campaign-plan presentation. National defense strategy consists of strategic concepts, domestic and internal factors influencing a nation's foreign-policy agenda, an analysis of national security and military strategy, and the relationship between the two. Military instruments of power describe the structure, missions, and functions of the Department of Defense, including the joint commands and the services (Army, Navy, Marine Corps, and Air Force). Joint-planning training consists of instruction in deliberate planning (initiation, concept development, and plan-development procedures), and crisis action-planning procedures (CAP). Regional-contingency planning consists of mission analysis, planning guidance, staff estimates, commander's estimates, concept of operations, and concept review. The plan-development phase includes force planning, support planning, and transportation planning. The campaign plan presentation is conducted as a capstone exercise to integrate all previous joint-operations instruction. Additional instruction for each student integrates eleven hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### MTT-2 Battalion/Brigade Staff Operations Course (MTT))

Duration 2 weeks

Purpose: To develop battalion- and brigade-level staff-planning skills in senior company-grade or junior field-grade officers through the execution of multiple practical exercises. Students will learn to function as various members of a battle staff at battalion and brigade level. The focal points of the course are: the military decision-making process, intelligence preparation of the battlefield (IPB), logistics, developing courses of action, writing orders and annexes, and coordinating and executing command decisions. Additional instruction integrates eleven hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### MTT-3 Noncommissioned-Officer Professional-Development Course Duration: 2 Weeks

Purpose: To train selected noncommissioned officers to lead, train, and direct subordinates at the squad and platoon level. This training is designed to be conducted using a mobile training team (MTT) deployed to a requesting country. The course develops leadership skills required by NCOs who will serve as squad leaders or platoon sergeants. The instruction focuses on training management, battle-staff planning, and squad and platoon tactics. Additional skills are acquired through training in fire support, leadership, communications, land navigation, and human rights awareness. Additional instruction for each student integrates eleven hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### MTT-4 Human Rights Instructor Course

Duration: 2 Weeks

Purpose: This course is designed to present a number of techniques for effective teaching and integration of human rights within military and security-force training. Students will be trained to implement the concepts and methodology of human rights training in battalion-sized units within their countries of origin. Retainable course materials will include a professionally developed human rights video, a booklet with pertinent reading materials, and a computer-assisted training package to help in presenting the instruction. The course is developed to qualify students as human rights instructors at the battalion level and to provide a pragmatic approach to the integration of human rights into actual training environments. This course is delivered as a mobile training team (MTT) and includes in-depth discussions of relevant topics followed by practical exercises. Topics to be explored include a human rights core block of instruction, including ethics, the doctrine of just war, the historical development of human rights, case law, pertinent documents and principles, the relationship between human rights and the law of armed conflict, and a case study on the My Lai Massacre. A systematic approach to training providing a "learning-by-doing" system will include performance-oriented instruction, learning analysis, and presentation techniques. Additional instruction will contain a seminar on current issues on human rights and practical exercises focusing on human rights situations within a crisis operation center environment. All exercises are critiqued and terminated with thorough after-action reviews.

#### MTT-5 Peace Operations

Duration: 1 Week

Purpose: To train military and civilian personnel in current United Nations (UN) peace-operations techniques and procedures (TP). This course will familiarize students with emerging UN doctrine concerning peace operations. Training will focus on TP for peace operations, including logistics support, chain-of-command structures, and rules-of-engagement development. Training will encompass the role of civilian controls on military operations and the varying roles civilian non-governmental organizations perform in supporting peace operations. Additional instruction for each student integrates eleven hours of instruction in human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society.

#### MTT – 6 Instructor Training Course (Mobile Training Team) Duration: 2 Weeks, 3 days

Purpose: To provide students with the theory and practice of concepts, methods, techniques, and technology of performance-oriented training. This course consists of performance-oriented training on how to present classroom instruction, including methods of instruction, training aids, questioning techniques, and communication skills, among many other subjects. The course consists of two phases of training; in the first, students learn theories and concepts related to enhancing their instructional abilities. In the second phase, students present three classes wherein they implement what they learned in phase I. All students experience the unique opportunity to see and hear themselves instruct, as one of their presentations is filmed and shown to the students as part of the feedback process during the course. Additional instruction for each student integrates eleven hours of instruction in human rights.

#### MTT-7 Medical-Casualty Assistance Course

Duration: 1 Week, 2 Days

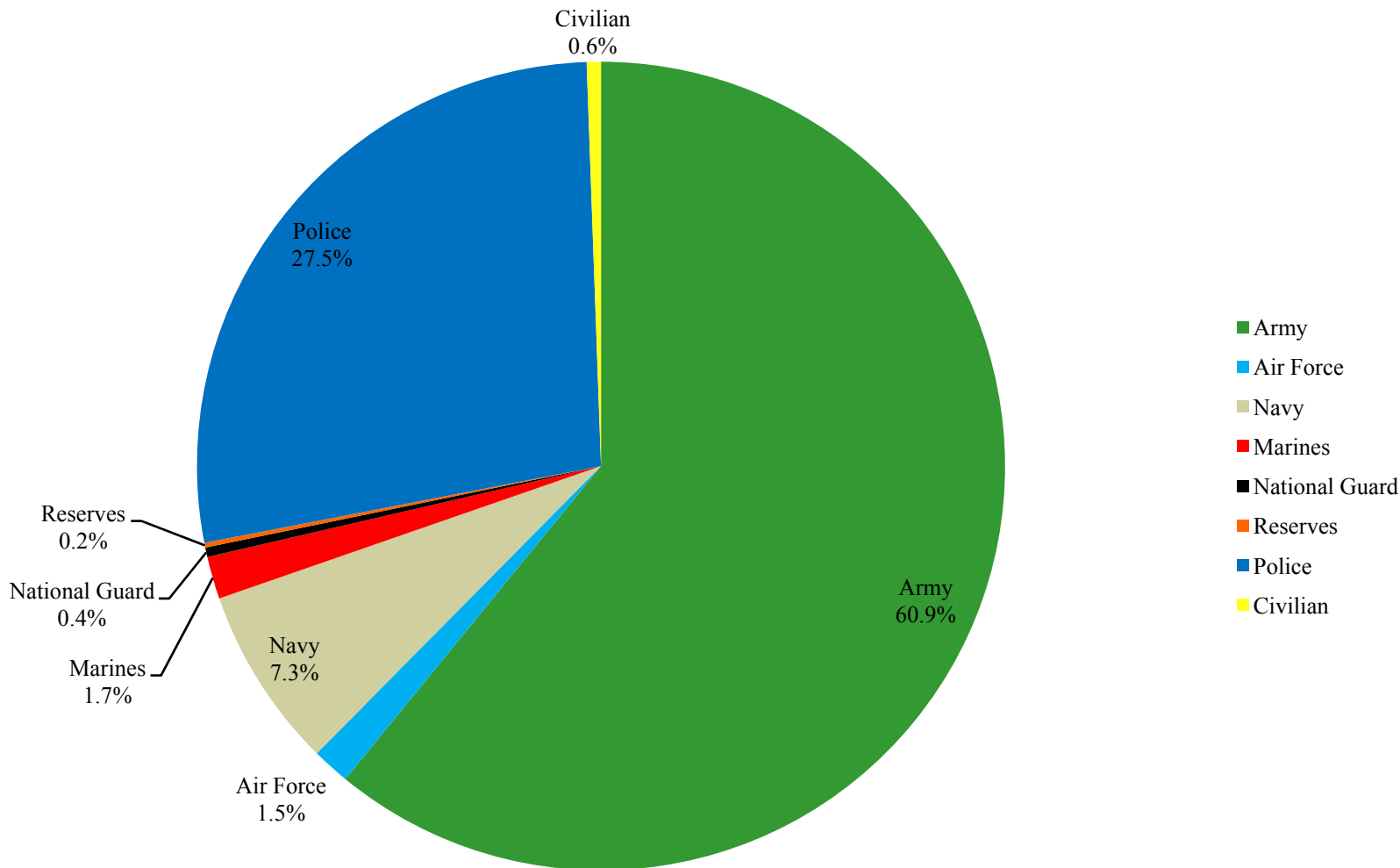
Purpose: To train non-medical military, law-enforcement, and civilian personnel as first responders to perform lifesaving measures and apply advanced field medical care in support of disaster-relief and humanitarian-assistance operations, counterdrug operations, or counter-narco-terrorism operations. This course teaches medical skills required to serve as first responders by providing instruction in basic lifesaver measures, human anatomy, treatment of complicated injuries, fluid replacement, splinting, triage, and evacuation. Additional instruction for each student integrates eleven hours of instruction in human rights.

## **Annex 2**

### **Student Breakdown by Branch of Service**



# Student Breakdown by Service for FY 2008





## **Annex 3**

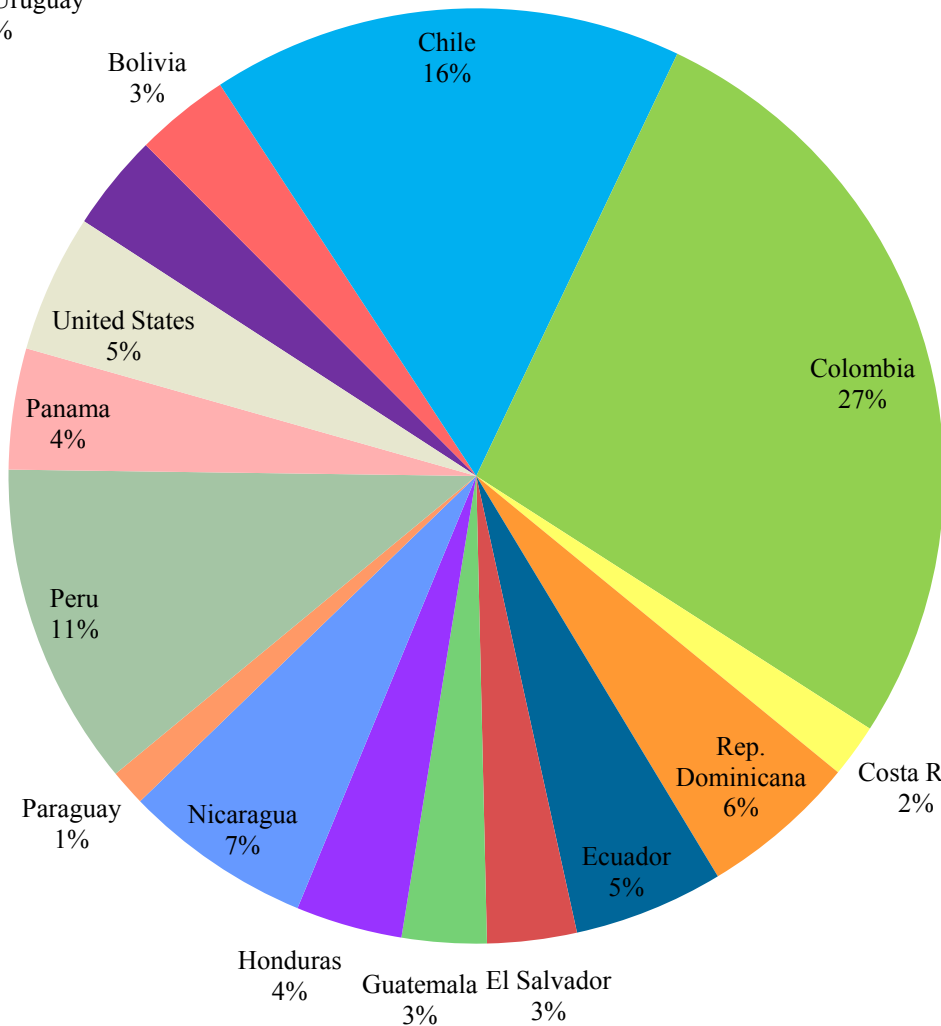
### **Student Breakdown by Country of Origin**



# Student Breakdown by Country for FY 2008



Argentina, Barbados, Belize, Brazil, Canada, Grenada, Jamaica, Mexico, St. Kitts, Uruguay  
3%



- Argentina, Barbados, Belize, Brazil, Canada, Grenada, Jamaica, Mexico, St. Kitts, Uruguay
- Bolivia
- Chile
- Colombia
- Costa Rica
- Rep. Dominicana
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Nicaragua
- Paraguay
- Peru
- Panama
- United States

## **Annex 4**

**American Council on Education Evaluation**

AMERICAN COUNCIL ON EDUCATION  
MILITARY PROGRAMS EVALUATION

Western Hemisphere Institute for Security Cooperation (WHINSEC)  
Fort Benning, GA

October 2008

**AR-0703-0046**

MEDICAL CASUALTY ASSISTANCE

**Course Number:** 720-MTT-7, Phase 1.

**Location:** Western Hemisphere Institute for Security Cooperation (WHINSEC), Fort Benning, GA.

**Length:** 1 week (49 hours).

**Exhibit Dates:** 9/07–Present.

**Credit Recommendation:** In the lower-division baccalaureate/associate degree category, 1 semester hour in emergency casualty management (10/08)(10/08).

**AR-0709-0066**

MEDICAL ASSISTANCE

**Course Number:** 720-TAC-7.

**Location:** Western Hemisphere Institute for Security Cooperation (WHINSEC), Fort Benning, GA.

**Length:** 5 weeks (203 hours).

**Exhibit Dates:** 1/07–Present.

**Credit Recommendation:** In the lower-division baccalaureate/associate degree category, 3 semester hours in basic emergency casualty management (10/08)(10/08).

**AR-1606-0273**

INTELLIGENCE OFFICER BASIC

**Course Number:** 720-OPME-2.

**Location:** Western Hemisphere Institute for Security Cooperation (WHINSEC), Fort Benning, GA.

**Length:** 13 weeks (448 hours).

**Exhibit Dates:** 5/07–Present.

**Credit Recommendation:** In the lower-division baccalaureate/associate degree category, 3 semester hours in political science, 3 in decision making, 1 in map reading, and 1 in computer applications. In the upper-division baccalaureate category, 3 semester hours in military science (10/08)(10/08).

**AR-2201-0543**

INTERMEDIATE LEVEL EDUCATION

**Course Number:** 720-OPME-4, Phase 1.

**Location:** Western Hemisphere Institute for Security Cooperation (WHINSEC), Fort Benning, GA.

**Length:** 51 weeks (1048 hours).

**Exhibit Dates:** 6/08–Present.

**Credit Recommendation:** In the upper-division baccalaureate category, 1 semester hour in resource management and 3 in military history. In the graduate degree category, 3 in executive leadership, 3 in operations management, 3 in strategic and global operations, 3 in operational studies; and 3 in tactical studies (10/08)(10/08).

**AR-2201-0679**

SMALL UNIT LEADERS

**Course Number:** 720-TAC-12.

**Location:** Western Hemisphere Institute for Security Cooperation (WHINSEC), Fort Benning, GA.

**Length:** 5 weeks (207 hours).

**Exhibit Dates:** 4/08–Present.

**Credit Recommendation:** In the lower-division baccalaureate/associate degree category, 2 semester hours in orienteering or military science (10/08)(10/08).

## **Annex 5**

### **WHINSEC Board of Visitors Report from 2008 Annual Meeting December 5, 2008**

- A. Federal Register Announcement
- B. Invited Guests and Senior Staff and Faculty
- C. Seating Chart
- D. Agenda

**Board of Visitors Minutes**  
**Western Hemisphere Institute for Security Cooperation (WHINSEC)**  
**Fort Benning, Georgia, December 5, 2008**

1. **Board of Visitors (BoV).** The WHINSEC BoV conducted its annual board meeting on Friday, December 5, 2008 at Fort Benning, Georgia. As required by Public Law 92-463, it was open to the public and announced in the Federal Register. The Designated Federal Officer (DFO), Colonel Edward Donnelly, called the meeting to order at approximately 8:05 a.m. He was followed by Board Chair, Bishop Morlino, who officially welcomed those in attendance. Agenda items were addressed in order, including a visit to classrooms and interaction with students. The DFO adjourned the meeting at 2:40 p.m. The next BoV will be held in Washington, DC on a date to be determined.

2. **Attendance.** (1) **Board Members present:** Bishop Robert C. Morlino; Mr. Benny C. Hand, Esq.; U.S. Representative Phil Gingrey; Mr. Clyde Taylor (Office of U.S. Senator Saxby Chambliss); Mr. Michael Kuiken (Office of U.S. Senator Carl Levin); Ms. Annie Yea (Office of U.S. Representative Loretta Sanchez); Mrs. Karen Ram (Office of Mr. Christopher McMullen, Deputy Assistant Secretary of State, Bureau of Western Hemisphere Affairs); Dr. Biff Baker (for Gen Victor Renuart, Jr., Commander, USNORTHCOM); Ambassador Paul A. Trivelli, Civilian Deputy to the Commander, USSOUTHCOM (for Admiral James Stavridis, Commander, USSOUTHCOM); Major General Abraham Turner, Deputy Chief of Staff for Operations and Training (for General William S. Wallace, Commander, U.S. Army Training and Doctrine Command). (2) **Member(s) absent:** Mr. Victor Bonilla, Rev Kent Svendsen, Rev J. Cletus Kiley, and Ms. Maria Dominguez, Esq. (3) **Advisors present:** Mrs. Diana D. Denman, Mr. Ken A. LaPlante, and Dr. John "Jack" C. Speedy. (4) **Advisors absent:** None. (5) **Board vacancies:** none. (6) **Other participants:** Mr. Robert Rodriguez, Deputy Assistant Secretary of the Army (Manpower & Reserve Affairs); BG Ben Hodges, Deputy Chief, Army Legislative Liaison; BG Manuel Ortiz, Deputy Commanding General, US Army South; Mr. Paul Hulley, Principal Director for Western Hemisphere Affairs, Office of the Secretary of Defense. (7) **Board Secretariat present (provided by Army G-3/5/7):** DFO, COL Edward Donnelly; Alternate DFO, Mr. Joe Drach; and Mr. Jonathan Poole, WHINSEC Desk Officer.

3. **Overview.** The majority of the current Board has worked together for at least three years, enjoys collegial relations, and is attuned to WHINSEC's contributions to the hemisphere and the challenges facing it. This session constituted its annual meeting per US Code, Title 10, 2166. The WHINSEC meeting provides an opportunity to inquire into the curriculum, instruction, equipment, fiscal affairs and academic methods or other matters of interest to the Board.

This year's agenda focused on classroom visits, interaction with individual students and WHINSEC contributions to the region. Morning agenda items included the Board's annual ethics briefing, presentations from SOUTHCOM and NORTHCOM, a Commandant's update covering activities since the June 2008 meeting, interaction with course participants, and a follow on lunch with students.

The early afternoon was spent on a discussion of member impressions of the day's events and election of the Chair and Vice Chair for the coming year. Bishop Robert Morlino and Mr. Victor Bonilla were unanimously reelected.

No representatives from the public elected to speak during the public comment period and the day's events ended with discussion on the way ahead. The meeting was officially adjourned by the DFO at 2:40 p.m.

4. **Recommendations.** The Board had no official recommendations for SECDEF. The following points were raised by meeting participants, but were never made as recommendations: (a) possible use of TRADOC internet resources to make some WHINSEC courses available online; (b) expand outreach efforts in general through participant, individual member, and collaborative efforts; and, (c) supported trying to obtain an increase in IMET funding allocated for Latin American students to attend WHINSEC. Refinement and actions taken regarding these areas of interest will be addressed at the WHINSEC Inter-Agency Outreach VTC and reported to the board Chair as progress is made, and to the full Board at its next meeting.

5. **Overall Impressions.** As has been the case during previous meetings, after reviewing all the facts presented, the BoV found WHINSEC to be in compliance with their legislative mandate and discharging its mission extremely well. The Board's extensive interaction with students and afternoon discussions proved productive. Participation by U.S. Representative Gingrey added depth to Board interaction. In addition, the participation of AMB Trivelli, Civilian Deputy to the Commander USSOUTHCOM, and Dr. Biff Baker, USNORTHCOM, provided valuable insight into WHINSEC's contributions to Latin America and US regional security interests. Mr. Speedy, BoV Advisor and former DFO, expressed his view that this was the most capable and supportive Board he has observed and highlighted its impartiality – neither advocating for nor against the Institute. The Board repeatedly expressed that they perceived WHINSEC to be a significant value to the hemisphere and a model institution for building partnership capacity and confidence among participating nations in the Western Hemisphere by indicating that the mission focus – measured by the quality of training and activity that occurs at WHINSEC – exceeded expectations.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.

--Original Signed--

Bishop Robert C. Morlino  
Chairman  
Board of Visitors, WHINSEC

--Original Signed--

Edward P. Donnelly  
Brigadier General, U.S. Army  
Designated Federal Officer  
Board of Visitors, WHINSEC



**Annex A**

**Federal Register**

**DEPARTMENT OF DEFENSE****Department of the Army****Board of Visitors, Defense Language Institute Foreign Language Center****AGENCY:** Department of the Army, DoD.**ACTION:** Notice of open meeting.

**SUMMARY:** In accordance with Section 10(a)(2) of the Federal Advisory Committee Act (Pub. L. 92-463), announcement is made of the following committee meeting:

*Name of Committee:* Board of Visitors, Defense Language Institute Foreign Language Center, Subcommittee of the Army Education Advisory Committee.

*Date:* December 17-18, 2008.

*Place of Meeting:* December 17: Defense Language Institute Foreign Language Center (Monterey I Conference Room, Department of Defense Center, 400 Gigling Road, Seaside, CA 93955). December 18: Defense Language Institute Foreign Language Center (Weckerling Center, Presidio of Monterey, Monterey, CA 93944).

*Time of Meeting:* Approximately 8 a.m. through 4:45 p.m.

*Board Mission:* The DLIFLC Board of Visitors (BoV) is governed by the Federal Advisory Committee Act (FACA) of 1972, as amended, and is a subcommittee of the Army Education Advisory Committee (AEAC). The purpose of the DLIFLC BoV is to provide the Commandant, through the Army Education Advisory Committee, with advice on matters related to the Institute's mission, specifically: academic policies, staff and faculty development, student success indicators, curricula, educational methodology and objectives, program effectiveness, instructional methods, research, and academic administration.

*Board Membership:* The Board is composed of 10 members.

**FOR FURTHER INFORMATION CONTACT:** Dr. Robert Savukinas, ATFL-APO-AR, Monterey, CA 93944, *Robert.Savukinas@us.army.mil*, (831) 242-5828.

**SUPPLEMENTARY INFORMATION:** *Proposed Agenda:* The Defense Language Institute Board of Visitors will receive briefings and information on the Defense Language Proficiency Test. The Board will deliberate findings and forward recommendations. All proceedings are open to the public. Advance notice of five (5) working days is required to observe the meeting. Please contact Dr. Savukinas (above) for further instructions.

*Public Inquiry at Board Meetings:* Any member of the public is permitted to file

a written statement with the DLIFLC Board of Visitors. Written statements should be sent to the Board Designated Federal Officer (DFO) at ATFL-APO-AR, Monterey, CA 93944 or faxed to (831) 242-5146. Written statements must be received no later than five (5) working days prior to the next meeting in order to provide time for member consideration.

By rule, no member of the public attending open meetings will be allowed to present questions from the floor or speak to any issue under consideration by the Board.

**Brenda S. Bowen,**

*Army Federal Register Liaison Officer.*

[FR Doc. E8-27433 Filed 11-18-08; 8:45 am]

**BILLING CODE 3710-08-P**

**DEPARTMENT OF DEFENSE****Department of the Army****Western Hemisphere Institute for Security Cooperation Board of Visitors; Meeting****AGENCY:** Department of the Army, DoD.**ACTION:** Notice of open meeting.

**SUMMARY:** This notice sets forth the schedule and summary agenda for the fall meeting of the Board of Visitors (BoV) for the Western Hemisphere Institute for Security Cooperation (WHINSEC). Notice of this meeting is required under the Federal Advisory Committee Act (Pub. L. 92-463). The Board's charter was renewed on January 25, 2008 in compliance with the requirements set forth in Title 10 U.S.C. 2166.

*Date:* Friday, December 5, 2008.

*Time:* 8 a.m. to 3 p.m.

*Location:* WHINSEC, 35 Ridgeway Loop, Room 219, Fort Benning, GA.

*Proposed Agenda:* The WHINSEC BoV will be briefed on activities at the Institute since the last Board meeting on June 4, 2008 as well as receive other information appropriate to its interests.

**FOR FURTHER INFORMATION CONTACT:** WHINSEC Board of Visitors Secretariat at (703) 614-1452.

**SUPPLEMENTARY INFORMATION:** At the time specified, the meeting is open to the public. Pursuant to the federal Advisory Committee Act of 1972 and 41 CFR 102-3.140(c), members of the public or interested groups may submit written statements to the advisory committee for consideration by the committee members. Written statements should be no longer than two type-written pages and sent via fax to (703) 614-8920 by 5 p.m. EST on Friday, November 28, 2008 for consideration at

this meeting. In addition, public comments by individuals and organizations may be made from 1 p.m. to 1:30 p.m. during the meeting. Public comments will be limited to three minutes each. Anyone desiring to make an oral statement must register by sending a fax to (703) 614-8920 with their name, phone number, e-mail address, and the full text of their comments (no longer than two type-written pages) by 5 p.m. EST on Friday, November 28, 2008. The first ten requestors will be notified by 5 p.m. EST on Monday, December 1, 2008 of their time to address the Board during the public comment forum. All other comments will be retained for the record. Public seating is limited and will be available on a first come, first serve basis.

**Brenda S. Bowen,**

*Army Federal Register Liaison Officer.*

[FR Doc. E8-27439 Filed 11-18-08; 8:45 am]

**BILLING CODE 3710-08-P**

**DEPARTMENT OF DEFENSE****Department of the Army, Corps of Engineers****Intent To Prepare a Draft Environmental Impact Statement for Conveyance and Seepage Control Features Project****AGENCY:** Department of the Army, U.S. Army Corps of Engineers, DOD.**ACTION:** Notice of intent.

**SUMMARY:** The Conveyance and Seepage Control Features (CSCF) project is part of the Modified Water Deliveries to Everglades National Park Project and is authorized by the 1992 General Design Memorandum and Environmental Impact Statement titled *Central and Southern Florida Project for Flood Control and Other Purposes Modified Water Deliveries to Everglades National Park*. The project will address potential features of the L-67A and L-67C levees, the L-67A Borrow Canal, and the L-29 Levee.

The L-67A and L-67C Levees prevent overland flow from Water Conservation Area (WCA) 3A to WCA 3B and are located in north-central Miami-Dade County, FL. The purpose of this project is to improve conveyance through the L-67A and L-67C Levees to allow water to flow from WCA 3A to WCA 3B. The Corps proposes to add conveyance structures to the L-67A Levee, as well as plugs to the L-67A Borrow Canal with a boat channel through the middle of each plug. The proposed modifications for L-67C Levee include

## **Annex B**

### **Invited Guests and Senior Staff and Faculty**

## **Invited Guests and Senior Staff and Faculty**

### **Invited Guests in Attendance:**

Mr. Robert Rodriguez, Deputy Assistant Secretary of the Army (Manpower & Reserve Affairs)  
Brigadier General Edward Donnelly, Deputy Director, U.S. Army Strategy, Plans and Policy  
Brigadier General Manuel Ortiz, Deputy Commanding General, U.S. Army South  
Brigadier General Ben Hodges, Deputy Chief, Army Office, Chief of Legislative Liaison (OCLL)  
Mr. Paul Hulley, Principal Director, Office of the Secretary of Defense for Western Hemisphere Affairs  
Mr. Joseph Drach, Deputy Division Chief, Army International Affairs  
Mr. Greg Marvil, Deputy for Policy and Planning, U.S. Southern Command  
Mr. Luis Subirats, Education Outreach Coordinator for U.S. Southern Command  
Colonel Thomas Heslin, Office of the Deputy Assistant Secretary of the Army (M&RA)  
Lieutenant Colonel Lori Campanella, Office, Chief of Legislative Liaison (OCLL)  
Major Jerry Acosta, Military Fellow, Office of Senator Saxby Chambliss  
Ms. Arlene Gillespie, Office of Congressman Sanford Bishop  
Mr. John O'Keefe, Office of Congressman Phil Gingrey  
Mr. John Stacy, Office of Congressman Lynn Westmoreland  
Ms. Ashley Richardson, Office of the Secretary of Defense for Western Hemisphere Affairs  
Ms. Susan Schoeppler, U.S. Army Training and Doctrine Command (TRADOC)

### **WHINSEC Senior Staff and Faculty:**

Colonel Felix Santiago, Commandant  
Colonel Julio Cesar Alvarez, Deputy Commandant  
Lieutenant Colonel Jose Marrero, Chief of Staff  
Lieutenant Colonel Thomas Harrison, Director for Training Support  
Lieutenant Colonel Al Wood, Director of Administration  
Lieutenant Colonel Mike Dempsey, Director of Education  
Mr. Lee Rials, Public Affairs Officer  
Chaplain John Kaiser, Chaplain and Ethics Instructor  
Command Sergeant Major Julio Candelario, CSM

# **Annex C**

## **Seating Chart**



# BOV SEATING CHART

## Display Case

MG Turner 1    Rep Gingrey 2    Bishop Morlino 3    AMB Trivelli 4    Mr. Taylor 5    Mr. Kuiken 6

Lexington  
Room

Public Seating

Public Seating

WHINSEC Personnel

Ms. Richardson 19  
Mr. Drach 20  
Ms. Schoeppler 21  
COL Alvarez 22  
LTC Marrero 23  
Mr. Poole 24

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Ms. Yea 7  
Mr. Baker 8  
Rev Svendsen 9  
Mr. Rodriguez 10  
Mr. Hulley 11  
COL Santiago 12

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Ms. Ram  
Mr. Hand  
Mr. LaPlante  
Mr. Speedy  
Ms. Denman  
COL (P) Donelly

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Mr. Stacy  
Ms. Gillespie  
Mr. O'Keefe  
BG Hodges  
BG Ortiz  
LTC Boman  
MAJ Acosta

WHINSEC Personnel

ENTRANCE

ENTRANCE

Podium


Screen

Screen

Break Items

ENTRANCE

ENTRANCE

Legion:  
 BoV Members  
 And advisors

# **Annex D**

## **Agenda**

**Western Hemisphere Institute for Security Cooperation (WHINSEC)  
Board of Visitors (BoV) Meeting Itinerary  
December 5, 2008**

**Friday, December 5**

0800-0805	Designated Federal Officer opens meeting	BG Donnelly
0805-0815	Welcome, introductions, and opening comments	Bishop Morlino
0815-0830	Ethics Briefing (Annual Requirement)	CPT Rancaño
0830-0935	SOUTHCOM Update/SOUTHCOM Approach to the Region	Ambassador Trivelli Civilian Deputy and Foreign Policy Advisor to the SOUTHCOM Commander
0935-0945	Break (Lexington Room)	
0945-1000	NORTHCOM Update	Dr. Biff Baker NORTHCOM J-5
1000-1105	WHINSEC Update	COL Santiago WHINSEC Commandant
1105-1150	Visit ILE Classes	LTC Hobson and ILE faculty
1150-1200	Movement to Benning Club – Regimental Room	
1200-1255	Hosted Lunch at Benning Officer’s Club – Regimental Room (lunch with ILE Students)	
1255-1300	Return to Lexington Room	
1300-1330	Public comments as allotted in the Federal Register	Bishop Morlino
1330-1400	Discussion (Way Ahead/Issues/Concerns)	Bishop Morlino
1400-1415	Election of BoV Chair and Vice-Chair	Bishop Morlino
1415-1445	Wrap-up session: 1) Announce dates for the next BoV Meeting 2) Other matters Chair deems appropriate	Bishop Morlino
1445	Adjournment	BG Donnelly