

# 2012 Report on WHINSEC from the Secretary of Defense to Congress

## Table of Contents

Executive Summary .....	1
Report to Congress	
Founding Legislation .....	2
Purpose and Objectives .....	2
Board of Visitors .....	2
Curricula .....	3
Accreditation .....	3
Faculty, Staff, and Partner Nation Instructors .....	3
Academic Schools .....	4
Extra-curricular Events/Significant Visitors. ....	8
Students .....	9
Operating Budget .....	10
Facilities .....	10
Initiatives – 2012 .....	11
Annex 1: Students by Country, Service, w/MTT for FY 2012 .....	13
Annex 2: Course Description Summary .....	14
Annex 3: Board of Visitors Fact Sheet .....	20
Annex 4: Board of Visitors Minutes of June 2012 Meeting .....	21
Annex 5: Prominent Visitors, CY 2012. ....	25
Annex 6: Permanent Campus Schematic .....	27

# **Western Hemisphere Institute for Security Cooperation 2012 Report to Congress**

## **Executive Summary**

The Western Hemisphere Institute for Security Cooperation (WHINSEC), was established by federal law (Title 10, US Code, Sec. 2166), and opened in January 2001 to provide professional education and training to military, civilian and law enforcement personnel from eligible nations of the Western Hemisphere. Now in its 12<sup>th</sup> year of operation, the Institute provides the nations of the Western Hemisphere (including U.S. Military) the opportunity to enhance the professional level of their national military, uniformed police and civilian security workforce and to provide them the tools to successfully use multinational and interagency approaches to regional security challenges. An equally crucial component of the WHINSEC mission is the establishment of professional and personal relationships within and among participating nations, encouraging cooperation at all levels.

The institute trained and educated 1569 students in residence, and another 308 in partner nations via mobile training teams during the 2012 Fiscal Year. In fulfillment of its Congressional mandate, WHINSEC continues to provide at least eight hours of human rights training to all students. Longer duration courses delve deeper into case studies and current events scenarios.

WHINSEC maintained the high quality of its course offerings while slightly reducing individual course costs with the purpose of having Partner nations reevaluate their options when budgeting for military training and education in US, DoD Schools. Achievements in 2012 included offering the Master of Military Art and Science degree to Command and General Staff Officer Course students. The CGSOC also welcomed its first interagency student from the U.S. Marshal Service. Also “firsts” at the Institute were: transforming the Captains Career Course, with great collaboration of the Maneuver Center of Excellence (school house), into a TRADOC certified course where U.S. Army (Maneuver) captains can opt to attend in Spanish along with their international partners; adding a Senior Enlisted Advisor course for further NCO professionalization; and increasing the numbers of students attending ‘niche’ Cadet Leadership Courses, including U.S. ROTC and USMA cadets, at WHINSEC. Of note, Peruvian cadets attended leadership training at WHINSEC for the first time in 2012, and opening the door for more cadets in 2013. The Government of Peru fully funded this training (via a FMS case) and in doing so, joined a handful of other nations choosing to share the ‘burden’ of developing young men and women for their uniformed Profession.

The Institute began moving into its permanent campus, with the library and three other components moving into two of the eight building complex that most recently housed the National Infantry Museum. A phased move into the new campus will occur incrementally over the next year and a half. WHINSEC hosted the annual session of the Board of Visitors in June at its current facility at Fort Benning, GA.

The report that follows demonstrates the strategic impact and value this organization provides to the Army, the Department of Defense, and the nation. Because WHINSEC is a values-based educational organization, the faculty and staff is a first-rate, professional body, dedicated to the two major responsibilities of the Institute; forging relationships and improving the capabilities of the security forces of our partners in this Hemisphere and beyond it.

# **Western Hemisphere Institute for Security Cooperation 2012 Report to Congress**

## Founding Legislation

The Western Hemisphere Institute for Security Cooperation (WHINSEC) was established in Public Law 106-398, October 30, 2000. The Institute opened for training on January 17, 2001. Department of the Army is the Executive Agent and the Institute is directly subordinate to the Combined Arms Center (CAC), Fort Leavenworth, KS. 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

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 U.S. customs and traditions. In accordance with its congressional mandate, in all its courses and in faculty development, WHINSEC emphasizes civilian control of the military and the proper role of the military in a democracy. WHINSEC strives to build strong relationships among participating nations and their security forces as its training enhances their capacity and capabilities. Those relationships contribute to greater cooperation and stability.

## Board of Visitors (BoV)

The BoV is a Federal Advisory Committee charged with advising the Secretary of Defense on the Institute's curriculum, instruction, facilities, equipment, fiscal affairs, and academic methods. The Board conducts an annual review of the Institute's operations. The review ensures that WHINSEC complies with applicable U.S. laws and regulations, adheres to current U.S. doctrine and policy goals towards Latin America and the Caribbean, and provides relevant instruction. The review also ensures that WHINSEC instruction emphasizes the rule of law; due process; civilian control of the military; human rights; the role of the military in a democratic society, and that it meets congressional requirements. During the Board's meeting in June, two subcommittees were created, charged with assessing the Institute's outreach efforts and its educational offerings. (Enclosure 3 is a Fact Sheet about the current board; minutes of the June 2012 public meeting are at Enclosure 4.)

## Curricula

WHINSEC offers eighteen professional courses in residence and nine courses to requesting countries via mobile training teams (MTTs). The design and subject matter of courses is derived from U.S. foreign policy goals, the Theater Security Cooperation strategies of U.S. Southern Command and U.S. Northern Command, and needs articulated by partner nations. In FY 2012, the Institute completed 39 course iterations in residence and sent eight mobile training teams to four partners—Chile, Colombia, Ecuador and Paraguay—to teach Joint Operations, NCO Professional Development, Instructor Training and Medical Casualty Assistance courses. The Institute's Translation Division translates all lesson plans and supporting documentation into Spanish; WHINSEC maintains all course material in both English and Spanish to facilitate external review. (See Enclosure 2, Course Summaries.)

## Accreditation

WHINSEC's courses are accredited by the U.S. Army Training and Doctrine Command (TRADOC), which accredits all Army schools. The American Council on Education (ACE) periodically reviews WHINSEC courses for their value to students applying the coursework to personal academic pursuits. TRADOC accredited the pilot course of the Maneuver Captains Career Course to allow Army Captains to attend for branch qualification; the course started in July 2012 with 26 international students and six U.S. Army Captains. WHINSEC is accredited, through the Command and General Staff College, to award the Master of Military Art and Science (MMAS) by the Higher Learning Commission of the North Central Association of Colleges and Schools.

## Faculty, Staff and Partner Nation Instructors

The WHINSEC faculty and staff include military and civilian representatives from throughout the Department of Defense (DoD) and other U.S. Government agencies. The Army provides 32 officers, 66 NCOs and 67 government civilians. Eight Title 10 Program Professors teach in the School of Professional Military Studies. Two U.S. Air Force faculty positions are filled, as is the U.S. Marine Corps billet; faculty slot for the U.S. Navy is vacant. The State Department faculty position is filled by Mr. Robert Ward whose assignment has been extended until July 2013. Other agencies, including the Drug Enforcement Administration, Department of Justice, and Department of Homeland Security provide instructors, as needed, in a temporary duty status.

An essential component of WHINSEC's faculty is its Partner Nation Instructor group. These individuals bring subject matter expertise and their own experiences. Thirty-three of these instructors are partially supported by U.S. funds. WHINSEC is also authorized to accept, at no cost to the U.S. Government, the services of additional volunteer Partner Nation Instructors. Partner Nation Instructors make up one-third to two-fifths of the entire integrated faculty, which enables WHINSEC to maintain its course load. The experiences and expertise of the Partner Nation Instructors allow for tremendous sharing of information across borders and ensure the Institute remains relevant and effective in the context of current conditions in the region. 76 instructors from 17 nations of the Western Hemisphere served during 2012, with a total of 52 present at the end of the year. This year, for the first time, Canada contributed an Instructor to the Institute.

WHINSEC's Assistant Commandant is a partner-nation instructor from Colombia, Colonel Alfredo Sepulveda Riaño, who arrived in December 2011, and assumed the position in June 2012. El Salvador provides WHINSEC's Partner Nation Command Sergeant Major, CSM Pablo Rigoberto Garcia Canales, who joined in May. Both are on two-year assignments.

### Academic Schools

WHINSEC's academic structure consists of two schools and an academy.

The School of Specialized Studies teaches all the specialty professional military and tactical/technical courses offered at WHINSEC. SSS has the following departments:

- Civil Military Studies Division: Provides courses focused on the knowledge and skills needed to improve interagency and civil-military cooperation. The curriculum consists of civil-affairs operations, disaster relief, and leadership education and training in information operations and civil affairs operations. Faculty includes a Department of State Foreign Service Officer, U.S. military and civilian personnel, and civilian and military professors provided by regional governments and educational institutions. Primary objectives are to ensure doctrinal equivalency with U.S. service institutes; promote military professionalism and respect for democracy and human rights; foster civil-military and multinational cooperation; and emphasize civil-military relations and diplomatic and interagency cooperation at the operational/strategic level.
- Peace Keeping Operations and Logistics Division: Provides courses focused on the knowledge and skills needed to improve peace and stability and logistical processes. The courses develop and review stability and peace operations concepts and doctrine; develop and review civilian and military training and education programs; advise civilian and military students in developing requirements and capabilities to plan, prepare, and execute peace and stability operations; collect, evaluate, and disseminate lessons learned; and inform/support peace and stability operations policy development.
- Special Operations Division: Provides courses focused on the knowledge and skills needed to train military personnel, police, and civilians in leadership and professional skills. Current courses include instruction in counter-illicit trafficking of all kinds; counterdrug and counter-terrorism operations; information analysis; cadet professional development; and leadership. U.S. Immigration and Customs Enforcement and the Drug Enforcement Administration provide adjunct faculty. Counterdrug Operations course attendees go to the Navy Small Craft Instructor Training and Technical School (NAVSCIATTS) at Stennis Space Center, Mississippi, for a joint operations scenario focused on riverine operations. The Division also provides cadet leadership courses that provide a unique opportunity for U.S. Reserve Officer Training Corps (ROTC) and West Point Cadets to train in a joint, multicultural environment while living and working with cadets from other military academies of the Western Hemisphere, learning a language, and gaining cultural awareness.

- Military Intelligence Division: Offers the Operational Information Analyst Course, which trains international security and defense personnel on duties and responsibilities when working in a counter-illicit trafficking environment at the tactical and operational levels. Built around the most current and relevant U.S. Military Intelligence doctrine, this dynamic course combines the principles and practices employed by operators during various combat operations. The course is designed to bridge the gap between theory and practice of intelligence-gathering by providing instruction on analysis, critical thinking, and tradecraft to the intelligence operator.
- Combat Service Support Division teaches the Medical Casualty Assistance Course, which trains individuals to perform lifesaving measures and apply advanced field medical care in support of combat, counterdrug, or humanitarian operations. This course develops the medical skills of personnel serving in military or law enforcement units to perform medical treatment to safeguard the health of soldiers and civilians on or off the battlefield. These lifesaving operations are derived from the most current and relevant U.S. Doctrine. This dynamic course combines the principles and practices employed by U.S. Army medics during combat and peacetime operations using scenario-based training and the most modern techniques.
- The Department of Democracy and Human Rights (DDHR) continues to strengthen WHINSEC's leadership in the field of human rights education. The core block of instruction—the Democracy and Human Rights class—is taught to every student in every course the Institute offers, along with instruction on ethical decision-making, providing insight on the decision-making process during times of stress related to combat or other challenging circumstances. DDHR also teaches the 3-week Human Rights Instructor Course, providing the most current and relevant legal doctrine to its students while educating junior and senior officers, noncommissioned officers and civilian leaders on general aspects of the Army Profession topics of international human rights law, the rule of law, and due process of law.

The School of Professional Military Education teaches all the professional military education courses offered at WHINSEC. These include the Command and General Staff Officer Course (CGSOC), Maneuver Captains Career Course (MCCC), and the Joint Operations Course (JOC).

- The Command and General Staff Officer Course produces officers who are fully competent to work in mid- to high-level staff positions and key leadership positions. Students emerge better prepared to work effectively and efficiently in joint, interagency, intergovernmental, and multinational environments. The CGSOC at WHINSEC teaches the same program of instruction as the proponent school, the Army Command and General Staff College at Fort Leavenworth, Kansas, translating the course material into Spanish and adding additional academic requirements that focus on the threats and conditions confronting security forces in the Western Hemisphere. U.S. military students receive credit for CGSOC completion and joint professional military education level one (JPME-1) just as their counterparts at the Fort Leavenworth course. With completion of additional work including a thesis, CGSOC students may also earn the MMAS. In March, the CGSOC course held a current operations symposium with eminent authorities conducting seminars, including:

- MG (R) Racine B. Lima Filho – Chief Brazil Delegation, International Defense College
- BG Don Jorge Robles Mella, Joint Staff, Chilean Air Force
- Major General Sergio Mantilla Sanmiguel, CDR Joint CMD No 1 Caribe-Colombia
- Mr. Carlos Alvarado, Costa Rica (Director, Costa Rican Institute of Counter Drug Operations)
- BG Juan Mendez (Director, Center of Emergency Operations) Dominican Republic Army
- MG Edwin Roberto Freire Cueva, Chief of the Joint Staff of the Armed Forces, Ecuadoran Army
- BG Cesar Adonay Acosta Bonilla, Army Chief of Staff and Army Commander, El Salvador
- Col. Rodolfo Godoy Lemus, Director, Intelligence Division, Chief of Staff, Guatemalan Army
- MG Edgard Segura, Chief Section 7 (Counter Narcotics), SEDENA, Mexican Army

Graduates of the CGSOC in May 2012 included 32 U.S. Army, Air Force, and Marine Officers and 15 Field Grade Officers (or their law enforcement equivalents) from Canada, Colombia, Costa Rica, Dominican Republic, El Salvador, Honduras, Mexico, Panama and Peru. The course also featured the first civilian student (DA civilian employee). Notable in the course: Through CGSC, students may earn the Master of Military Arts and Science with some additional coursework and a thesis. Six students earned the MMAS in the class, including a Peruvian officer who was a distinguished graduate of the class and who attained an additional Master's degree from Troy University.

The FY 12-13 course has 59 students—39 U.S. military and one U.S. civilian (U.S. Marshal's Service); and 19 officers from Belize, Canada, Colombia, Costa Rica, the Dominican Republic, El Salvador, Honduras, Mexico, Panama, Paraguay and Peru.

- The Maneuver Captains Career Course-WHINSEC (MCCC) has been transformed to include U.S. Army Captains who speak Spanish and who use the language in their duties. USA TRADOC accredited the pilot course, which started in July 2012 with 25 international students (Belize, Colombia, Costa Rica, Dominican Republic and Peru) and six U.S. Army Captains. The courseware changes increase the length of the course to 23 weeks and make it equivalent to the U.S. Army Maneuver Captains Career course (at the MCoE), so it will satisfy the U.S. officers' Military Education Level Six (MEL-6F) requirements. This class graduated on December 12.
- The Joint Operations Course is directed at field-grade officers (majors to colonels) and their civilian equivalents. The course objectives have expanded beyond training students to employ units from different services effectively. Additional instruction includes melding military and law enforcement operations with government and non-governmental agencies

to provide efficient and effective responses to natural disasters, man-made disasters, acts of terrorism, and other criminal activities.

The Master Sergeant Roy Benavidez Noncommissioned Officers Academy (NCOA): Seeks to enhance the culture of professionalism of the region's security forces at the NCO-leadership level, empowering them throughout the Western Hemisphere. The NCO Academy offers three courses: an NCO Professional Development Course in English and Spanish versions, a Small Unit Leader Course, and a Senior Enlisted Advisor Course.

- The NCO Professional Development Course curriculum is based on the same materials presented at other U.S. Army Noncommissioned Officer Academies. These courses meet a need expressed by many of the security forces in the region for professional education and training for military sergeants and junior leaders in law enforcement organizations. In addition to two to three iterations in Spanish, NCOPD is presented once per year in English for the nations in the Caribbean basin.
- The Small Unit Leader Course, presented once this year, focuses on building leadership skills for squad leaders; it trained 32 leaders from Colombia and Paraguay.
- NCOA also has had its Senior Enlisted Advisor Course accredited by TRADOC. The course is designed to impart professional military training and education to the master sergeants and sergeants major of the Western Hemisphere in the areas of the Army Profession, Democracy and Human Rights Training, Leadership, National Studies, and Operations at a strategic level in a joint environment through the use of decision-making and critical-thinking scenarios. The first iteration of the course will occur in Spring, 2013.

#### Additional activities and functions

- The Field Studies Program, a DoD requirement for international students, showcases the U.S. way-of-life. Trips to local, State, and Federal governmental organizations, as well as to businesses, media organizations, and Nongovernmental Organizations (NGOs), to the Martin Luther King, Jr. Memorial, the Holocaust Museum, the Little White House and the Andersonville National Historic Site, allow the students to experience and study various aspects of U.S. culture, systems and institutions. The students in the CGSOC and MCCC-W courses also travel to Washington, DC, for discussions and briefings with Federal agencies and NGOs active in the region.
- WHINSEC's CGSOC presents a block of instruction called the 'Profession of Arms,' or 'Army Profession.' That block inculcates the principles of Democracy, Human Rights, and Ethics throughout the common core of instruction. Its purpose is to educate students and others in the Institute on the principles and current issues relating to democratic governance and international Human Rights law. In addition to Institute faculty instruction, guest speakers included a delegate from the International Committee of the Red Cross and a Human Rights attorney from Washington, DC. A staff-ride to Andersonville National Historic Site stresses humane treatment of detainees and prisoners of war and provides a



human rights case study from the pages of U.S. history. A second trip to the government offices of the city of Columbus, Georgia, shows how local governments serve people and respect their individual rights.

- WHINSEC faculty and students presented a cultural expo at Chattahoochee County High School, Cusseta, Georgia, in March. The expo is an annual event designed to share with local school children the diversity of cultures among all the nations represented among the Institute faculty.
- In September, the WHINSEC community shared the cultural traditions of their countries with the families of the Institute, community sponsors of WHINSEC, and Fort Benning leaders. The WHINSEC personnel and their family members offered a taste of the foods and beverages unique to each nation and displayed cultural clothing and artifacts. Bocadillos, as the celebration is called, was held in Ridgway Hall, the original Fort Benning home of WHINSEC, offering a farewell to the Institute's occupation of the building. This annual event fulfills part of the WHINSEC mission to foster and build relationships among the diverse cultures represented at the Institute.

### WHINSEC Extra-curricular Events/Significant Visitors

WHINSEC conducts several events related to the aspect of its mission promoting relationships, both at the Institute and around the hemisphere. It interacts with other U.S. and international agencies by participating in exercises and conferences, and by welcoming leaders to visit the Institute to learn about its activities and opportunities.

#### Events

- 11<sup>th</sup> Anniversary: The Institute conducted a short celebration in Patch Hall auditorium, reviewing the Institute's accomplishments during its first 11 years, and presenting its plans for the future. Attendees included the Infantry School commandant, several brigade commanders, and community friends.
- Over the course of the year, the Institute celebrated the Independence Days of nineteen nations, all those with representation on the WHINSEC staff and faculty. These events allow our own and Partner-Nation personnel to share in the history and culture of each country, making for a more unified and cohesive organization. In the cases of Jamaica's and Canada's events, the Institute also draws in each country's students from MCoE, furthering our relationship with Fort Benning's schools.
- PKO-Americas: Apr 30-May 11, Major Cristian Simon and Guatemalan Army LTC Juan Luis Hurtado, both WHINSEC faculty, took on staff roles in the SOUTHCOM-sponsored exercise "Peace-Keeping Operations-Americas 2012." The exercise, with more than 300 participants representing 17 nations, replicated the actions and leadership of a force of Peacekeepers executing a mission under the auspices of (and by resolution of) the United Nations.
- Asymmetrical Conflicts Executive Seminar (ACES): 19-23 March. WHINSEC supported the USNORTHCOM sponsored seminar with the objective to strategically

engage the Mexican Armed Forces. Approximately 50 field grade Mexican officers attended the seminar with discussions related to the Use of Force applicable to military operations conducted during asymmetrical conflicts.

- Ethics and Rule of Law (ROL) Seminar: 3-9 June. WHINSEC supported the ARNORTH sponsored seminar in support of the Mexican Armed Forces. The audience consisted of approximately 50 general officers with discussions and interactions related to Ethics and Rule of Law applicable during military operations.
- Logistics Subject-Matter-Expert Exchange, Guatemala, 4-10 November. Major Jaime Gonzalez and Mr. Edwin Roldan of the Institute faculty, along with Mr. Gerardo Flores, ARSOUTH, presented various logistics topics that included, Command Supply Discipline Program, The Army Maintenance Management System and Battle Staff Logistic Planning. The SMEE was characterized by interactive discussions emphasizing teamwork and the importance of good logistical situational awareness. It created better understanding of how logistics programs are executed by two nations, and established a professional relationship with the Guatemala Armed Forces.

#### Prominent Visitors to WHINSEC

- In April, Archbishop of the Military Services Timothy Broglio stopped by for a brief visit with the Commandant and to see the Institute. Archbishop Broglio had visited WHINSEC two years previous, and stopped by while at Fort Benning.
- The Mexican Army's equivalent of CGSOC with 60 students visited WHINSEC for an exchange of ideas about how the courses are presented.
- Also visiting the Institute were the DoD Executive Leadership Development Program class and a Congressional Staff Delegation.
- See Enclosure 5, Visitors to WHINSEC, CY2012, for other significant visitors in addition to those who attended the CGSOC Current Operations Symposium.

#### Students

The students who attend WHINSEC are military, law enforcement, and civilian personnel from the member states of the Organization of American States (OAS). International students are selected through the same process as foreign students coming to the United States for other government-sponsored training. WHINSEC does not select its students; they are nominated by the sending nation, vetted by the U.S. Embassy, undergo background checks in accordance with the Leahy Amendment, and are approved by the U.S. State Department. In FY2012, WHINSEC welcomed 1569 resident students from 21 WH nations, and taught 308 students via Mobile Training Teams sent at the requests of Chile, Colombia, Ecuador and Paraguay. The total of 1877 students is the second largest in the Institute's history. (Enclosure 1 lists students by branch of service and by country.)

## Operating Budget

WHINSEC's operating costs are approximately \$13M annually. Army Operation and Maintenance accounts paid \$10.2M for civilian salaries and overhead costs. WHINSEC also received approximately \$2.9M in reimbursements related to tuition and other required activities such as Board of Visitor support, MTT supplies, symposium costs, and trips to Washington, D.C., in support of the Field Studies Program. The funding sources for tuition included several 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.

## Facilities

WHINSEC has begun its move from temporary facilities dispersed across Fort Benning to the permanent campus in the historic Fort Benning Station Hospital Complex. While most of the Institute's staff and faculty occupy Lewis, Greene, and Collins Halls with most classes in modular classrooms in the vicinity along Lumpkin Street, the Amos Library and the Language Laboratory moved to Bldg 323 on the Institute's permanent campus in November, along with the Staff and Faculty Development Division. WHINSEC's Engagement Skills Trainer (EST) has also moved to Bldg 397. The Roy P. Benavidez NCO Academy moved to the site in October 2010. (Enclosure 6 is a schematic of the campus.)

- 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. WHINSEC is connected to the General Library Integrated System, which links U.S. Army libraries—and the On-Line Computer Library Center, providing access to more than 57,000 libraries around the world.
- The language laboratory at WHINSEC is a computerized facility that provides students and instructors with access to Spanish, English, and Portuguese language-learning software.
- WHINSEC faculty members constructed a simulated drug lab - mock cocaine processing facility in a forested training area of Fort Benning. The realism greatly enhances counter-drug and law-enforcement training. The training area is large enough for field training by several of the tactical courses taught at WHINSEC. Sheltered bleacher sites allow for on-site classes immediately followed by field work.
- The Engagement Skills Trainer (EST) puts students in a virtual environment in which they must maintain situational awareness and make instant “shoot-don't shoot” decisions. Scenarios include “urban warfare” and “civilians on the battlefield” predicaments. Students must defend and explore the consequences of their actions. Use of this facility has become a key component of the Human Rights Instructor Course, to emphasize the practical application of their teachings so that military and police know how to respect the rights of all those they encounter during a wide spectrum of operations.

- Permanent Campus: Renovation continues on the Fort Benning Station Hospital complex, providing state-of-the-art classrooms and space for all components of the Institute. The next phase of rehabilitation will bring an auditorium/classroom to Bldg 316 in February 2013. Most of the move will be completed by September 2013, although the modular classrooms on Lumpkin Street will be needed for the entire calendar year.

## Initiatives – 2012

Interagency Participation in CGSOC: Following the model of CGSC, Fort Leavenworth, WHINSEC has sought students for the Command and General Staff Officer Course from other departments of the USG. The Class of 2011-2012 had its first civilian student, a Department of the Army employee, and the current class has a U.S. Marshal attending. Discussions have also occurred with Department of State, Department of Homeland Security, and the U.S. Coast Guard for possible assignment of their Spanish-speaking personnel to the course.

CGSOC MMAS program: CGSC, Fort Leavenworth, awarded six Master of Military Art and Science degrees to graduating students of WHINSEC's class that graduated in May, marking a first for the Institute.

Senior Noncommissioned Officer Course. In coordination with USSOUTHCOM and CAC, the Institute has developed a 10-week-long Senior Enlisted Advisor Course, based on the U.S. Army's Sergeants Major Academy's core curriculum. TRADOC accredited the course curriculum this year, with a pilot course scheduled for Spring 2013. Graduates of this course will have the technical and tactical leadership skills and knowledge required to serve as an expert advisor to senior commanders at the highest levels across all services.

Maneuver Captains Career Course-WHINSEC. This course was re-designed to be the equivalent of the Maneuver Center of Excellence Career Course. The pilot course began July 2012 and graduated 25 Partner-Nation captains and six U.S. Army captains on Dec 12. The U.S. captains earn the Military Education Level F designation, a requirement for their continued service and promotion.

Cadet Soccer Games with Community Organizations: In an extension/augmentation of DoD's Field Studies Program, the Institute has begun scheduling friendly soccer games between area organizations and cadets during the Cadet Leadership Development Courses. In March, cadets in the course played a match with the Red Star Football Club. Next year, cadets are scheduled to play matches with the team of Georgia Southwestern University in Americus, Ga. The university matches are planned for a day trip so that the cadets get insight into the university's programs and have time to interact with local students.

### The Dr. William J. Perry Award

WHINSEC received the Dr. William J. Perry Award for Excellence in Security and Defense Education from the Center for Hemispheric Defense Studies, a component of the U.S. National Defense University, Washington, DC.

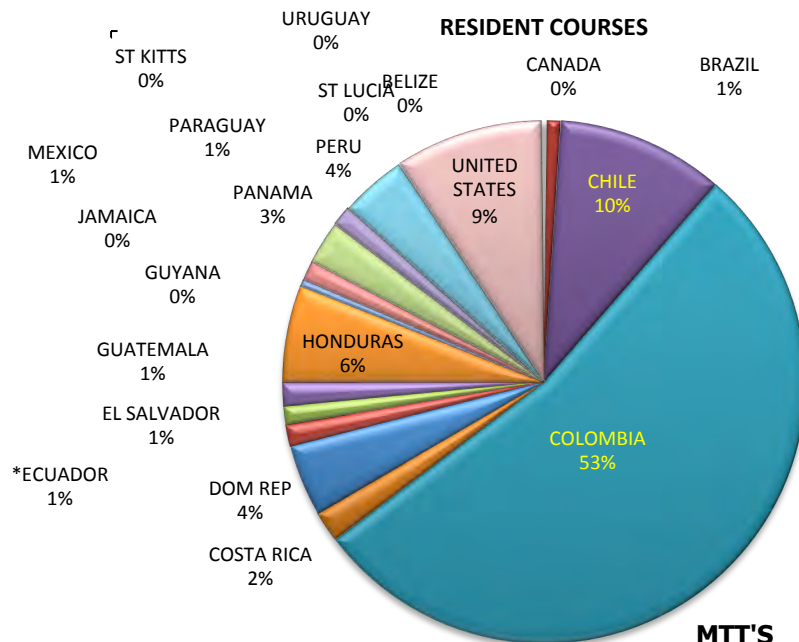
The Dr. William J. Perry Award in the institutional category recognizes contributions that promote education, research, outreach and knowledge-sharing in defense and security issues in the Western Hemisphere which lead to enhancing professional security and defense capacity, advancing a cooperative international security environment, fostering effective civil-military relations and adhering to CHDS's core values.

Dr. Perry was the Secretary of Defense who established CHDS in 1997.

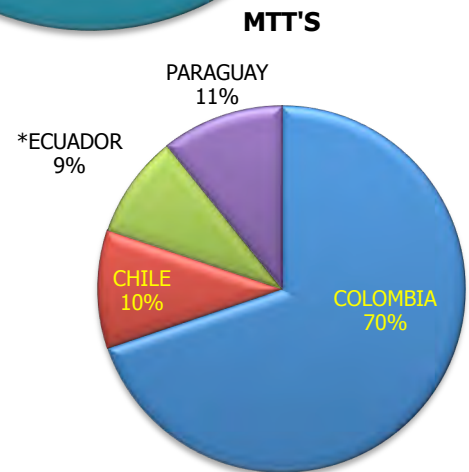
# ANNEX 1: Students by Country, Service, w/MTT

COUNTRIES	Numbers
BELIZE	3
BRAZIL	12
CANADA	2
CHILE	162
COLOMBIA	836
COSTA RICA	30
DOM REP	70
*ECUADOR	21
EL SALVADOR	18
GUATEMALA	22
GUYANA	1
HONDURAS	93
JAMAICA	7
MEXICO	19
PANAMA	42
PARAGUAY	20
PERU	64
ST KITTS	1
ST LUCIA	1
UNITED STATES	142
URUGUAY	3
<b>TOTAL</b>	<b>1569</b>

Branch of Service	Numbers
Army	1195
Air Force	38
Navy	68
Police	235
Marine	18
Coast Guard	2
Civilian	13
<b>TOTAL</b>	<b>1569</b>



MTT'S	Numbers
COLOMBIA	215
CHILE	32
*ECUADOR	28
PARAGUAY	33
<b>TOTAL</b>	<b>308</b>



\* WHINSEC remains, as always, open to all Organization of American States (OAS) participating nations.

Ecuador announced in 2012 that no more students will be sent to WHINSEC, possibly as a gesture of joining the rest of the Bolivarian Alliance for the Americas (ALBA) countries: Venezuela, Bolivia, Cuba, Nicaragua, Antigua, Dominica and St. Vincent.

## ANNEX 2: Course Description Summary

### Resident Courses

**CMS-1 Civil Affairs Operations—MASL ID No. B173015** Length: 5 weeks  
Exposes students to emerging U.S. military doctrine regarding the mission of civil affairs operations (CAO) and forces for active participation and influence in an operational environment through planning, implementation, and transition of CAO applied to military, law enforcement, interagency, and multinational operations. Training is focused on regional operational realism and includes the transfer of knowledge of the capabilities of CAO in support of the commander at global, regional, and national levels. The course uses practical exercises to emphasize the essential tasks of civil-affairs operations such as interagency coordination for risk assessment and mitigation of crises, the role of security forces in support of civilian authorities, the military decision-making process and analysis methodology, information management, and affected-area assessments as applied to CAO and within the ethical and democratic values shared by partner-nation participants. Instruction includes civil affairs, CAO, civic action, support to civilian authorities, civil defense, and disaster-relief preparation. Training includes a series of practical exercises by federal, state, and local officials involved in disaster assistance. The American Council on Education (ACE) has recommended three university credit hours for this course.

**CMS-3 Departmental Resource Management and Logistics—MASL ID No. B169355** Length: 4 weeks  
Instructs 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. Logistics instruction enhances the understanding of the interrelationships and interdependence among logistics functions and the organizational structure of logistics management. Includes 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 decision-making abilities of the students. The instruction provides knowledge of the techniques and considerations involved for transparent and accountable resource- and logistics-management procedures. Students will visit the Marine Corps Logistics Command Center in Albany, Georgia and the Air Force Logistics Command Center in Warner Robins, Georgia. These experiential field trips provide firsthand knowledge on how civilian companies and defense organizations integrate resources, procedures, and policies to optimize support to the Armed Forces of the United States. ACE has recommended six university credit hours for this course.

**CMS-5 Human Rights Instructor—MASL ID No. B166150** Length: 3 weeks, 3 days  
Qualifies students as human rights instructors at the battalion level; provides a pragmatic approach to the integration of human rights into actual training environments. This course is designed to present a number of techniques for effective teaching and integration of International Human Rights Law and International Humanitarian Law during the training of military and security forces. The course includes in-depth discussions of relevant topics followed by practical exercises. Main subjects include the lawful treatment of all personnel encountered during military and security-force operations; lawful use of lethal and non-lethal force; lawful and unlawful orders; international instruments on human rights and humanitarian law; and enforcement of human rights law. It also includes a systematic approach to training human rights by providing a "learning by doing" system that includes case studies, briefings and presentations by the students on human rights and humanitarian law topics, along with performance-oriented instruction by participating in the Engagement Skills Training (EST) Facility, where students

apply what they have learned on the lawful use of lethal and non-lethal force in real-life scenarios. ACE has recommended four university credit hours for this course.

**CMS-6 Peace and Stability Operations—MASL ID No. B129203** Length: 5 weeks  
Trains and prepares students to serve in management and advisory roles at a strategic and operational level. Course material is based on United Nations and U.S. peacekeeping operations (PKO) and stability operations (SO) doctrine. Topics include: Peace Operations (structural, organizational, and doctrinal foundations; operational and legal considerations in support of peacekeeping operations; the United Nations system and the role of the United States in peace operations); Stability Operations (general doctrinal guidelines and instructions in support of stability operations, training students in the mechanisms that the Army uses to conduct full-spectrum operations throughout the spectrum of conflict); Civil Affairs and Humanitarian Assistance (civil-military operations, security measures in support of civilian-protection and humanitarian-assistance operations within different scenarios including, refugee-camp operations, post-natural-disaster relief, etc.); Crisis Management (natural disasters) (contingency planning—the process and procedures to follow in the event of a natural disaster); Election-Support Planning (operational-level planning in support of elections); PKO exercise (peacekeeping operations command-post exercise that integrates students in a staff-officer capacity in support of various scenarios including, elections, natural disasters, and humanitarian-aid operations); Leadership in PKO; Security-Sector Reform (SSR); Simulation Exercise in Peacekeeping Operations (simulation exercise on peacekeeping operations within a United Nations context); and a PKO Seminar. The course includes a staff ride and conference(s) at the United Nations in New York, which allows students to gain an appreciation of the UN’s structure and operations. Additional course material includes Democracy and Human Rights and Introduction to Ethics programs of study as well as the Field-Studies Program. ACE has recommended three university credit hours for this course.

**CMS-10 Inform and Influence Activities (IIA)—MASL ID No. B129201** Length: 4 weeks, 4 days  
Educates mid- to senior- level military officers and selected civilian government officials in Information Operations (IO). The course focuses on teaching approved U.S. Army IO doctrine and joint IO policy guidance. Primary emphasis is on training the 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 correctly and legally employ IO tools and techniques. Students are exposed to five foundational elements of IO-Integration and Coherence; Intelligence and Exploitation; Information Projection; Information Protection; and Organization, Training, and Equipment. 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 information operations. ACE has recommended six university credit hours for this course.

**DEV-2 Army Instructor—MASL ID No. B179117** Length: 3 weeks, 1 day  
This course consists of performance-oriented training on how to plan, implement and evaluate instruction, including methods of instruction, training aids, communication techniques, control and intervention, testing, and composite risk management among many other subjects integrating the ADDIE process. The course consists of two phases; in the first, students learn theories and concepts related to enhancing their instructional abilities, and in the second phase, students



present three presentations of 20, 40, and 50 minutes, implementing what they learned in Phase 1. ACE has recommended three university credit hours for this course.

LDR-1 Cadet Leadership Development—**MASL ID No. B172630** Length: 4 weeks  
Course revolves around evaluations that cadets receive in various leadership positions throughout the course. Levels of leadership, confidence, and team work are measured through instruction in leadership skills, application of leadership training exercises (Army Physical Fitness Test, Combat Water Survival Test, Leaders Reaction Course, Land Navigation, Marksmanship Qualification), and the ability to forge the team-building process during challenging scenarios. The Profession of Arms, human-rights and democracy instruction are implemented throughout all aspects of the training. The fundamentals of U.S. Army Infantry tactics and doctrine are the core principles used to teach, coach, and mentor the cadets throughout the course. **Summer iterations include U.S. ROTC, USMA, USNA cadets.** ACE has recommended three university credit hours for this course.

LDR-2 Cadet Professional Development—**MASL ID No. B179045** Length: 2 weeks  
Provides students with hands-on training in the use of computer simulations, night-operations capabilities, and technology demonstrations. Field training consists of infantry tactics and force-on-force operations using the multiple integrated laser system (MILES) to provide students direct feedback and enhance their awareness of leadership challenges in command and control in a tactical scenario. Profession of Arms instruction is provided through classroom and training scenarios involving the laws of war and human rights.

NPME-7 Small-Unit Leaders—**MASL ID No. B121431** Length: 4 weeks, 1 day  
Trains enlisted personnel and non-commissioned officers to plan, organize, and conduct basic infantry combat operations in a rural environment at the small-unit (squad) level in accordance with U.S. Army doctrine. The instruction focuses on physical training, leadership, risk assessment, land navigation, and small-unit operations and principles.

NPME-8 NCO Professional Development—**MASL ID No. B179115**  
NPME-8(E) NCO Professional Development(English)—**MASL ID No. B179116** Length: 7 weeks, 3 days  
Develops leadership skills required by squad leaders or platoon sergeants. It consists of minimal classroom dynamics and practical application with an intense field-training environment that involves hands-on, performance-oriented training. The major subject areas include leadership, training, and warfighting functions. Graduates leave equipped with standards-based, performance-oriented, and battle-focused training that supports squad-level operations; this training provides their units with a leader who can visualize, describe, and execute squad- and platoon-level operations in varied operational environments. The course incorporates recent lessons learned, battle drills, warrior tasks, and a 50-hour situational training exercise (STX). The STX centers on competency, battle-focused combat scenarios, and troop-leading procedures; evaluation centers on students' ability to demonstrate troop-leading procedures in current threat-based scenarios that will enhance their 360-degree assessment. ACE has recommended eight university credit hours for this course.

NPME-9 Senior Enlisted Advisor—**MASL ID No. B179118** Length: 10 weeks  
Designed to impart professional military training and education to the master sergeants and sergeants major of the Western Hemisphere in the areas of the Profession of Arms, Democracy and Human Rights Training, Leadership, National Studies, and Operations at a strategic level in a joint environment through the use of decision-making and critical-thinking scenarios to simplify the duties and responsibilities and increase authority of senior enlisted personnel. The purpose of the course is to assist partner nations from the Western Hemisphere in preparing

senior NCOs for the challenges and implications of the operating environment and the current military and law-enforcement missions in relation to the planning, coordination, execution, and assessment of any phase during the operation. Specific areas of study include team-building, communication skills, national military strategy, training management, and operations. Course emphasis is on skills, knowledge, and attitudes required for enlisted senior supervisors to excel in positions of greater responsibility throughout the defense establishment.

OPME-3 Maneuver Captains Career Course—**MASL ID No.** B171420 Length: 23 weeks

This course mirrors the Maneuver Captains Career Course offered at the Maneuver Center of Excellence (MCOE) Fort Benning, GA, taught in the Spanish language. The objective is to prepare officers to become successful battalion and brigade staff officers, and to successfully assume command and lead their organizations in a joint and multinational environment. The course is designed to educate and train students to become critical and creative thinkers, adaptive, agile and self-confident combined-arms staff officers and commanders capable of performing combat tasks in Unified Land Operations. The course offers the most up to date curriculum consisting of three phases; Common Core, Company and Battalion Phase; resulting in mastery of branch-specific technical and tactical skills, staff processes in battalions and brigades, direct leadership and command competencies, and initial broadening opportunities in preparation for the transition to Major. **Provides MEL-F certification for U.S. officers.** ACE has recommended nine university credit hours for this course.

OPME-4 Command & General Staff Course—**MASL ID No.** B171425 Length: 47 weeks

This course is designed to educate and train intermediate-level Army, sister-service, and partner-nation officers to be prepared to operate in full-spectrum Army, joint, interagency, and multinational environments as field-grade commanders and staff officers. The CGSOC curriculum combines the doctrine and principles of combat-service-support functions. Students will become familiar with doctrine, tactics, and staff procedures, apply techniques, and are capable of serving as members of, or leading, a high-performing staff organization. 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 levels of instruction. The Department of the Army has accredited this course as equivalent to the U.S. Army Command & General Staff College Course presented at Fort Leavenworth, Kansas. **U.S. students attending the WHINSEC CGSOC receive MEL-4 and Joint Military Professional Education (JMPE) Phase 1 designation upon graduation. The course also offers the opportunity to complete a Master in Military Art and Science (MMAS) from CGSC concurrently in Spanish or English while attending at WHINSEC, as well as to pursue their master's degrees through any civilian university.** The American Council on Education (ACE) has recommended twenty (20) university credit hours for this course and the North Central Higher Learning Commission (NC HLC) has approved WHINSEC as a site to offer the MMAS to its CGSOC students.

OPME-5 Joint Operations—**MASL ID No.** B121430 Length: 8 weeks

In this course field-grade officers train to function as officers in joint and multinational operations. The instruction includes national-security strategy, military instruments of power, joint planning, crisis-action planning, regional-contingency planning, and practical exercises in joint operations. ACE has recommended six graduate credit hours for this course.

TAC-6 Counterdrug Operations—**MASL ID No.** B121427 Length: 8 weeks

Provides comprehensive and specialized training in counternarcotics-interdiction operations at the tactical level. All instruction is developed to enhance leadership, planning, and application of counternarcotics operations in both urban and rural environments. Realistic and demanding field-training exercises (FTX) are conducted during the course to allow students to develop

operational skills through performance-oriented training under challenging conditions. Throughout the course, human rights and democracy instruction is interwoven within each scenario and FTX. The U.S. Department of Homeland Security Counternarcotics Division teaches intelligence preparation, information analysis, and controlling borders within areas of operations. The course culminates with a joint counternarcotics operation at Stennis Space Center, Mississippi, with the Naval Small-Craft Instruction and Technical Training School (NAVSCIATTS). ACE has recommended nine university credit hours for this course.

**TAC-7 Medical Assistance—MASL ID No. B175350** Length: 8 weeks, 1 day  
Develops medical skills required of personnel serving in military or security-force units. Major subject areas include basic lifesaver measures, force health protection, treatment of complicated injuries, fluid replacement, splinting, cardiopulmonary resuscitation, combat trauma treatment, invasive skills, limited primary care, combat evacuation, physical fitness, water survival, and land navigation. ACE has recommended three university credit hours for this course.

**TAC-8 Engineer Operations—MASL ID No. B174500** Length: 5 weeks  
Provides instruction to students in the use of conventional demolition charges in humanitarian demining operations as well as in the techniques employed by military engineer units in support of counterdrug operations. The course covers the following topics: physical training, basic military skills, basic engineering skills and pathfinder operations. ACE has recommended three university credit hours for this course.

**TAC-10 Operational Information Analyst—MASL ID No. B129202** Length: 10 weeks  
Selected international security and defense personnel will train in a multicultural atmosphere at the operational-analyst level, equipping students with an understanding of intelligence-analyst duties. The course will provide a foundation in critical thinking and analysis, with a joint perspective on duties and responsibilities when working in a counter-illicit trafficking operational environment. Students will have a greater understanding of urban intelligence preparation of the battlefield, asymmetric warfare, utilization of battlefield forensics for document and site exploitation, and other analytical tools and processes which will enhance a commander's situational awareness in a nonconventional tactical environment. ACE has recommended eight university credit hours for this course.

#### Non-Resident Courses

*Mobile Training Teams (MTT) conduct Institute courses in partner nations requesting them. MTT are offered at times when the teaching department is not in a resident course cycle.*

**MTT-1 Joint Operations—MASL ID No. B302026** Length: 2 weeks  
Trains students to the joint, multinational, and interagency environment and in the doctrinal and theoretical concepts required to perceive, understand, and analyze strategic-level military problems and challenges. Also, through extensive use of the Universal Joint Task List (UJTL), the students' focal point is on analyzing and synthesizing the fundamentals of operational art and operational design concepts and applying joint operational-planning processes in both contingency and crisis-action planning environments. ACE has recommended two graduate credit hours for this course.

**MTT-2 Battalion and Brigade Staff Operations—MASL ID No. 3202027** Length: 2 weeks  
Develops battalion- and brigade-level staff-planning skills in senior company-grade or junior field-grade officers by conducting multiple practical exercises. The training primarily focuses on instruction in combined-arms doctrine, tactics, techniques, and procedures; warfighting functions; the operations process; the military decision-making process; intelligence preparation of the battlefield; logistics; writing and presentation of operations orders and plans; staff-officer

training; information management; and intelligence. ACE has recommended two university credit hours for this course.

**MTT-3 NCO Professional Development—MASL ID No. B305002** Length: 2 weeks  
Trains selected noncommissioned officers to lead, train, and direct subordinates at the squad and platoon levels. Instruction focuses on leadership, training management, and battle-staff planning. ACE has recommended two university credit hours for this course.

**MTT-4 Human Rights Instructor—MASL ID No. B30900** Length: 2 weeks  
Qualifies students as human rights instructors at the battalion level and provides a pragmatic approach to the integration of human rights into actual training environments. Includes in-depth discussions of relevant topics followed by practical exercises. Topics to be explored incorporate a human rights core block of instruction including ethics, the Just-War Doctrine, the historical development of human rights, case law, pertinent documents and principles, the relationship between human rights and the law of armed conflict, and case studies on historical events. ACE has recommended two university credit hours for this course.

**MTT-5 Peace and Stability Operations—MASL ID No. B309002** Length: 1 week  
Familiarizes students with emerging doctrine and current tactics and procedures for United Nations peace operations (PO). Training will encompass the role of civilian controls on military operations and the varying roles civilian non-governmental organizations have in supporting peace operations.

**MTT-6 Instructor Training—MASL ID No. B309003** Length: 2 weeks, 3 days  
Provides students with the theory and practice of concepts, methods, techniques, and technology of performance-oriented training. This course teaches how to develop, prepare, and present instruction. Students learn how to develop plans and tests to measure learning. ACE has recommended three university credit hours for this course.

**MTT-7 Medical Casualty Assistance—MASL ID No. B309004** Length: 1 week, 2 days  
Trains non-specialized military, security-force and civilian personnel as first responders to apply advanced field medical care in support of disaster-relief, humanitarian assistance, counterdrug, and counter-narcoterrorism operations. The instruction covers: triage and casualty evacuation, evaluating and treating casualties, first aid, treating penetrating chest trauma, control of bleeding, saline lock and intravenous fusion, injections, aerial medical evacuation (MEDEVAC), evacuating casualties using a SKED or improvised litter, and includes a litter obstacle course. ACE has recommended one university credit hour for this course.

**MTT-8 Counterdrug Operations—MASL ID No. B309005** Length: 2 weeks  
Trains qualified counterdrug personnel to plan, lead, and execute platoon operations in support of law enforcement, applying U.S. tactics, techniques, and procedures to various counterdrug operational situations. Planning focuses on the platoon level and below with emphasis on individual skills and squad operations. This entails operating in a rural, semi-permissive, or non-permissive environment in order to subdue and apprehend suspects and secure a crime scene. Key subject areas include: basic first aid, troop-leading procedures, urban operations, patrolling, basic and advanced rifle marksmanship, and combatives.

**MTT-10 Operational Analyst—MASL ID No. B309005** Length: 2 weeks  
Trains students at the operational analyst level on their duties and responsibilities when working in an illicit-trafficking environment. The main subject areas for the course are intelligence duties and responsibilities in tactical intelligence, intelligence preparation of the battlefield, symbology, map reading and analysis procedures.

## Annex 3: Board of Visitors Fact Sheet

When Congress passed the Defense Authorization Bill for 2001 and President Bill Clinton signed it into law, WHINSEC was created. The law called for a federal advisory committee -the Board of Visitors (BoV) - to maintain independent review, observation, and recommendation regarding operations of the institute. The 14-member BoV includes members of the Senate and House Armed Services Committees, representatives from the State Department, U.S. Southern Command, U.S. Northern Command, the U.S. Army Training and Doctrine Command, and six members designated by the Secretary of Defense. These six members include representatives from the human rights, religious, academic, and business communities. The board reviews and advises on areas such as curriculum, academic instruction, and fiscal affairs of the institute. Their reviews ensure relevance and consistency with US policy, laws, regulation, and doctrine.

Members of the Board are not compensated by reason of service on the Board.

Board members include:

- Chairman, Senate Armed Services Committee, Sen. Carl Levin (D-Mich.) or his designee.
- Ranking member of the SASC, Sen. John McCain (R-Az) or his designee. McCain designated Sen. Saxby Chambliss (R-Ga).
- Chairman, House Armed Services Committee, Rep. Howard McKeon (R-Ca) or his designee. McKeon designated Rep. Phil Gingrey (R-Ga).
- Ranking member of the HASC, Rep. Adam Smith (D-Wa) or his designee. Smith designated Rep. Loretta Sanchez (D-Calif).
- Secretary of State Hillary Clinton designated Deputy Assistant Secretary of State Kevin Whitaker.
- Commander, U.S. Southern Command, Gen. John F. Kelly or his designee.
- Commander, U.S. Northern Command, Gen. Charles H. Jacoby, Jr., or his designee.
- Commanding General, U.S. Army Training and Doctrine Command, Gen. Robert W. Cone
- Dr. Johanna Mendelson Forman, Sr Assoc, CSIS Americas program, **Chairman**
- Dr. Joseph Palacios, Prof of Sociology and Anthropology, Sch of Foreign Svc, Latin American Studies Program, Georgetown University, **Vice Chairman**
- Dr. Louis Goodman, Dean and Professor of International Relations at American University's School of International Service
- Amb. Swanee Hunt, Harvard's Kennedy School of Government, Eleanor Roosevelt Lecturer in Public Policy; a core faculty member at the Center for Public Leadership, former Ambassador to Austria
- Amb. John F. Maisto, Board of Advisors, North American Center for Transborder Studies, former Ambassador to Venezuela, Nicaragua, and the OAS
- Amb. Peter Romero, CEO, Expor Advisory, LLC, former Ambassador to Ecuador

The BoV is required to meet annually and report to Congress through the Secretary of Defense. The board's next meeting date has not been set, but will be in 2013 at the Institute.

## ANNEX 4: Board of Visitors Minutes of June 2012 Meeting

**Minutes for the Board of Visitors (BoV)**  
**Western Hemisphere Institute for Security Cooperation (WHINSEC)**  
**Annual Organizational Meeting, June 27-28, 2012**  
**Double Tree Hotel, Columbus, GA and WHINSEC Campus, Fort Benning, GA**  
 \*[Updated Version 16 August 2012]

1. The Western Hemisphere Institute for Security Cooperation (WHINSEC) Board of Visitors (BoV) conducted its annual meeting on Wednesday and Thursday, 27-28 June, 2012, at the Double Tree Hotel Conference Center in Columbus and in the WHINSEC Modular 2 Building on Fort Benning. As required by the Federal Advisory Committee Act (5 U.S.C. App §2), the meeting was open to the public and announced in the Federal Register. The Designated Federal Official (DFO), Mr. Peter Bechtel, called the meeting to order at approximately 4:00 p.m. on the 27<sup>th</sup> at the Double Tree Hotel and adjourned the meeting at 2:00 p.m. on the 28<sup>th</sup> at the WHINSEC campus on Ft. Benning. The meeting addressed 14 agenda items including annual elections for the Chair and Vice Chair and outlining Subcommittee objectives.

2. Members in attendance:

COMMITTEE POSITION	NAME	ATTENDANCE	MEMBER'S REPRESENTATIVE/PROXY
Chair	Dr. Mendelson-Forman	Present	
Vice Chair	Dr. Palacios	Present	
Member	Ambassador Romero	Present	
Member	Ambassador Maisto	Present	
Member	Ambassador Hunt	Present	
Member	Dr. Goodman	Present	
Member	Senator Levin	Not Present	Mr. Kuiken
Member	Senator Chambliss	Not Present	Mr. Bill Stenbridge
Member	Congresswoman Sanchez	Not Present	Ms. Annie Yea
Member	Congressman Gingrey	Not Present	
Member	GEN Cone	Not Present	BG Gordon Davis
Member	GEN Jacoby	Not Present	BG Daniel Hokanson
Member	GEN Fraser	Present	
Member	Mr. Whitaker	Not Present	Mr. Francisco Palmieri
<i>Non-members</i>			
<i>DASD</i>	<i>Dr. Mora</i>	<i>Not Present</i>	<i>Mr. Michael Fortin</i>
<i>DFO</i>	<i>Mr. Bechtel</i>	<i>Present</i>	
<i>Alternate DFO</i>	<i>Mr. Fernandez</i>	<i>Present</i>	
<i>BOV Exec Secy</i>	<i>Mr. Caldwell</i>	<i>Present</i>	

3. Overview: Hosting the BoV meeting at the WHINSEC campus on Ft Benning increases transparency by making the facilities, staff, faculty, and students available for observation and inquiry to its full membership as well as to members of the public.

Dr. Mendelson-Forman opened the meeting on Day 1, recognizing members and invited guests as well as the new board members: Ambassador Pete Romero, CEO of Expor Advisory and formerly the Assistant Secretary of State for the Western Hemisphere Affairs Bureau, U.S. Ambassador to Ecuador and Chief of Mission of our Embassy in San Salvador, El Salvador; Ambassador John Maisto, past permanent representative to the Organization of

American States and former Ambassador to Venezuela and Nicaragua; and Ambassador Swanee Hunt, Professor, Kennedy School of Government, Harvard University, former Ambassador to Austria. General Robert W. Cone, Commanding General of the US Army's Training and Doctrine Command (TRADOC) was represented by BG Gordon Davis, Deputy Commander, Leader Development and Education, US Army Combined Arms Center, Ft. Leavenworth, Kansas.

Update briefings were provided by BG Daniel Hokanson, Deputy Director for Strategy, Policy & Plans (J5), USNORTHCOM, representing GEN Jacoby; Gen Fraser, Commander of USSOUTHCOM; Mr. Francis Palmieri, Director of the Office of Policy, Planning and Coordination, Bureau of Western Hemisphere Affairs, Department of State and Mr. Michael Fortin, Office of Regional Affairs, Western Hemisphere Affairs (WHA), Office of the Secretary of Defense. The Chair closed Day 1 of the meeting at 5:30 p.m. after which the members gathered for a dinner at the hotel with international instructors from WHINSEC.

Day 2 of the meeting opened with elections for Chair and Vice Chair. Dr. Mendelson-Forman was reelected Chair and Dr. Joseph Palacios was reelected Vice Chair by unanimous vote. CPT Creedon, from the Ft. Benning Legal Office, conducted Ethics training for the board members, which is an annual requirement.

Dr. Palacios presided over the Public Comments portion of the agenda. Mr. Louis Wolf presented comments on several School of the Americas (SOA) graduates from the 80s and 90s and their involvement in Human Rights violations as well as comments alleging that the "Human Rights curriculum taught in WHINSEC's classrooms is neither compulsory nor well-attended. Courses fail to address well-documented human rights massacres conducted by SOA graduates in many countries...including Colombia...." In response, Colonel Glenn Huber, WHINSEC Commandant, pointed out that: Human Rights training at WHINSEC is, in fact, compulsory and it is mandated by Congressional legislation that every course taught at WHINSEC contain a minimum of 8 hours of Human Rights training. He further pointed out that Human Rights training at WHINSEC does use Human Rights case studies such as the "Falsos-Positivos" case study from Colombia which is a well-documented Human Rights violations case; WHINSEC courses and Human Rights training (by default) are well attended with total student population numbers at their highest level in WHINSEC's 11 year history. Colonel Huber also reiterated that WHINSEC's campus, classrooms, training material, and students remain open and accessible to members of the public who desire to make a visit. Mr. John Lindsay-Poland from the Fellowship of Reconciliation also presented written and verbal comments to the Board, asking, "What internal evaluation mechanisms, if any, does WHINSEC have in place to evaluate the effects of its course experience on the conduct of students when they return to their institutions?" Colonel Huber explained WHINSEC'S alumni program and survey system currently in effect. Dr. Goodman, Chair of the Education Subcommittee of the BoV, indicated his interest to research the feasibility of a more in-depth post-attendance evaluation program.

Colonel Huber presented an update on WHINSEC activities since the last board meeting as well as an outline for an internal staff study to examine the feasibility of offering a small package of WHINSEC courses in English to partner nation students from outside the Western Hemisphere who are already at Fort Benning attending other training courses. He indicated that this would be in support of the current Army Campaign Plan as well as directives and guidance from the President and the Secretary of Defense in terms of engaging our partners

to build their capacity and extending our limited budget resources as far as possible (doing more with less). During the follow-on discussion period, the BoV was supportive of the initiative for the staff study as was BG Davis. Mr. Kuiken, representative for Senator Levin, recommended a legal review of 10 USC 2166 to determine if any additions/modifications to the legislation should be considered.

Dr. Mendelson-Forman, as Chair of the BoV and the Subcommittee on Outreach and Dr. Goodman, Chair of the Subcommittee for Education, each led an open discussion on the way ahead for these newly established subcommittees and the need to develop a framework of objectives to guide the subcommittee work. Both WHINSEC and the Combined Arms Center (CAC) committed to contributing dedicated subject matter experts to support the work of both subcommittees. The discussion about the Subcommittee on Education objectives was lively with a wide variety of topics including inclusive security, gender issues, training evaluation programs, and offering courses outside of the hemisphere. Both subcommittee chairs committed to draft a framework for milestones within the next few months. The DFO adjourned the meeting at approximately 2:00 p.m. on the 28<sup>th</sup>.

4. Recommendations: During the meeting, the Board members recommended some items be considered for inclusion in the curriculum and proposed some initial objectives for the Subcommittee on Education.

- Ambassador Hunt brings to the Board a wealth of firsthand experience on the issue of inclusive security in post conflict societies and the significant role that women can play in the return to normalcy. She recommended that WHINSEC review its curriculum to see if inclusive security can be incorporated into any of the currently offered courses. She also recommended that the Institute increase its efforts to encourage Partner Nations to select more women for training at WHINSEC. On a related topic, Ambassador Hunt inquired if WHINSEC addresses Illicit Human Trafficking in its counter-drug courses as it is often a related occurrence. If not, she recommended that the Institute consider adding some material on the subject.
- Dr Palacios inquired into whether Lesbian, Bisexual, Gay and Transgender (LBGT) issues were discussed, formally or informally, in any of WHINSEC's courses due to the recent repeal of "Don't Ask, Don't Tell" in the US Military. He recommended that WHINSEC take a look at this issue to determine if it would be useful and/or appropriate to add it to the training.
- \*There was much discussion about WHINSEC's ability to develop a more detailed feedback mechanism to track student's performance and to conduct an in-depth data collection project to determine if there are any links between the training provided at WHINSEC and violations of Human Rights or other civil laws in the field. This recommendation was presented in the interest of receiving feedback from former WHINSEC students about the value of the training that they received and how they have incorporated it into their daily duties and responsibilities as well as to bring to light factual information about WHINSEC alumni performance in the field. Dr. Goodman proposed that the Subcommittee on Education carry out a systematic analysis of the core aspects of the academic program. The objective of this analysis would be to identify which elements of WHINSEC training are being carried out in a

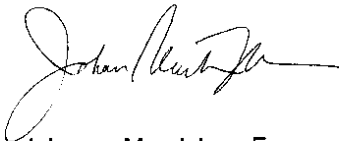


superior fashion and which require adjustment to make them superior. The six elements requiring systematic analysis are:

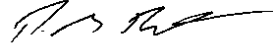
- 1.) How students are recruited to the program
- 2.) How faculty are recruited to the program
- 3.) How administrative staffing for the program is set
- 4.) The quality of the curriculum
- 5.) The quality of co-curricular activities
- 6.) The adequacy of student follow-up; evaluating their post-training accomplishments

5. Overall impressions: This was a very energetic BoV session with the members taking an active role in furthering the curriculum of the Institute while reinforcing its legitimacy and effectiveness as an international training institute. The subcommittees will begin work to establish their objective frameworks within the next few months. The next meeting will be held in the Fall of 2013 to coincide with the opening of WHINSEC's new campus on Fort Benning.

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



Dr. Johanna Mendelson-Forman  
Chairperson  
Board of Visitors, WHINSEC



Mr. Peter Bechtel  
Designated Federal Official  
Board of Visitors, WHINSEC

Date: 16 Aug 2012

Date: 16 Aug 2012

## ANNEX 5: Prominent Visitors, CY 2012

<b>Rank</b>	<b>Name</b>	<b>Title</b>	<b>Country</b>
COL	Michael J. Johnson	Asst Dep Cmt, CGSC; Deputy Dir, CAC LD&E	US
Mr.	Thomas P. Kelly	Principal Deputy Asst Secretary, DoS Bureau of Pol-Mil Affairs	US
LTG	David D. Perkins	CG, US Army Combined Arms Ctr & Ft. Leavenworth	US
CSM	Christopher K. Greca	CSM, USACAC & Ft. Leavenworth	US
SgtMaj	Louis Espinal	SOUTHCOM Senior Leader	US
LTC	Jose L. Sales Blanco	Spain LNO, TRADOC	Spain
Capt Navio	Claudio Zanetti	Dir, Peace Operations	Chile
Lt. Gen.	Guy Thibault	Chairman, Interamerican Defense Board	Canada
Rear Adm.	Jorge A. Portocarrero	Peruvian Naval Attaché, DC	Peru
MG	Cesar Acosta	Jefe de Estado Mayor Conjunto de la Fuerza Armada	El Salvador
COL	Hernan Diaz Zelada	Guatemala Rep	Guatemala
ViceMin	Walter Navarro	Costa Rica	Costa Rica
MG	Jorge Robles	CHILE	Chile
MG	Jaime Esguerra	COLOMBIA	Colombia
BG	Sto. Domingo Guerrero	Dom. Republic	Dom. Rep.
MG	Salvador Gutierrez	MEXICO	Mexico
BG	Oscar Troya	Ecuador	Ecuador
MG	James McDonald	CG, US Cadet Command, Ft. Knox	US
COL(P)	Robert White	Dep Cdr, USA CAC-T	US
COL(Ret)	Robert Poydasheff	Former Mayor of Columbus	US
BG	Douglas Satterfield	DCG, 412th EN CMD, Vicksburg, MS	US
BrigGen	Robert S. Arthur	Dep Dir, Operations USSOUTHCOM	US
BG	Victor Perez	National Guard, Puerto Rico	US
MG	Antonio Vicens	National Guard, Puerto Rico	US
BG	Dan Hokanson	Dep Dir, Strategy, Policy & Plans, USNORTHCOM	US
GEN	Douglas Fraser	CG, USSOUTHCOM	US
Dr.	Johanna Mendelson Forman	BoV Chair	US
Mr.	Francisco Palmieri	Dir of Policy, Planning & Coordination, WHA, DoS	US
Mr.	Michael Fortin	Regional Affairs, OSD Policy	US
AMB	Peter Romero	BoV Member	US
AMB	Swanee Hunt	BoV Member	US
AMB	John Maisto	BoV Member	US
BrigGen(P)	Randy Kee	Deputy Dir, Western Hemisphere J5	US
Dr.	Joseph Palacios	BoV Member	US
Dr.	Louis Goodman	BoV Member	US
LTG	Bosco Pesse Quiappe	Cdr, Education & Doctrine Cmd, Chilean Army	Chile

Mr.	Bryan Donkin	Delegate, International Committee of the Red Cross	South Africa
MG	H.R. McMaster	CG, MCoE	US
COL	David Haight	USAIS Commandant, MCoE	US
Mr.	John Baer	Dir, SATFA	US
MG	Eduardo Zarate Landeros	Dir, Mil. Education & Dean, Army & Air Force Univ.	Mexico
MG	Juan F. Tovia Mason	Dir, Army & Air Force Studies	Mexico
MG	Jaime Lopez Reyes	Dir, SEDENA Command & Staff College	Mexico
BG	Juan M. Espinosa Valencia	Dir, Mil School of Applied Combat Arms & Cbt Svc Spt	Mexico
GEN	Juan M. Fuente Alba Poblete	Commander in Chief, Chilean Army	Chile
LTG	Guillermo Porcile	Chilean Defense Attache, DC	Chile
MG	Gordon B. Davis, Jr.	DCG, CAC	US
COL	Fernando Buitrago	Dir, Colombian National Police	Colombia

ANNEX 6: Permanent Campus Schematic

