

# **Secretary of Defense's Annual Report to Congress**

**On the Activities of the  
Western Hemisphere Institute for  
Security Cooperation for 2010**



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# 2010 Report on WHINSEC from the Secretary of Defense to Congress

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# **Western Hemisphere Institute for Security Cooperation**

## **2010 Report to Congress**

### **Executive Summary**

The Department of Defense's Western Hemisphere Institute for Security Cooperation (WHINSEC) was established by Federal law (10 U.S. C. 2166) and opened in January 2001. Its mission is to provide professional education and training to military, civilian, and law enforcement personnel from eligible nations of the Western Hemisphere. The Institute provides the nations of the Western Hemisphere the opportunity to enhance the professional education and training of their national military and civilian security workforce. Additionally, WHINSEC provides the tools to use multinational and interagency approaches to the security challenges of the region successfully. An equally crucial component of the WHINSEC mission is the establishment of professional and personal relationships within and among attendees from eligible nations, encouraging cooperation at all levels.

In 2010, WHINSEC accomplished its mission to support the training and education of attendees from our partner nations as the Institute once again increased its number of students. The Institute's training population increased 8 percent overall, including resident students and those taught by mobile training teams. In fulfillment of its congressional mandate, WHINSEC's School of Democracy and Human Rights continues to provide at least eight hours of human rights training to all students.

Colonel Glenn R. Huber took command of the institute on July 9, 2010, and seamlessly continued the efforts of his predecessor to maintain a high level of customer support. WHINSEC opened a new facility for the Roy P. Benavidez Noncommissioned Officer (NCO) Academy, providing a dedicated, well-equipped location to train NCOs. That new facility is the first step in creating a new permanent campus for the Institute in the complex that most recently housed the National Infantry Museum. The remainder of WHINSEC facilities and assets are expected to relocate by 2013. WHINSEC supported the conduct of Board of Visitor meetings in June 2010 at the Rayburn House Office Building in Washington, D.C., and in December 2010 at Fort Benning, Georgia.

Details of the Institute's courses, activities, and operations are provided in the report that follows, demonstrating the strategic impact and value this organization provides to the Army, the Department of Defense, and the Nation. Because WHINSEC is a values-based Department of Defense educational organization, the faculty and staff comprise a first-rate, professional body dedicated to the two major responsibilities of the Institute: forging relationships with, and improving the capabilities of, the security forces of our partners in this hemisphere.

# **Western Hemisphere Institute for Security Cooperation**

## **2010 Report to Congress**

### Founding Legislation

The Western Hemisphere Institute for Security Cooperation (WHINSEC) 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. The Institute opened its doors on January 17, 2001. The U.S. Army was named Executive Agent, and the Institute was further assigned to the U.S. Army Training and Doctrine Command (TRADOC) and the Combined Arms Center (CAC). 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, WHINSEC emphasizes civilian control of the military and the proper role of military in a democracy. WHINSEC strives to build strong relationships among participating nations and their security forces. Those relationships will contribute to hemispheric peace 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, physical plant, 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 provides relevant instruction. The review also ensures that WHINSEC instruction emphasizes human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society, and that it meets congressional requirements. The Board met twice in 2010. U.S. Ambassador Charles Ford, elected Chairman of the BoV for 2010, resigned from the board to reenter the Federal workforce following the June 2010 meeting. Dr. Johanna Mendelson Forman, who had been Vice Chairman, was elected to as Chair at the December meeting. Also in 2010, Secretary of State Hillary Clinton named Mr. Jeffrey DeLaurentis as her new designee on the board. (Minutes of the two meetings are attached.)

## Curriculum

WHINSEC offers a broad selection of courses in residence or via mobile training teams (MTTs). The curriculum is derived from U.S. foreign policy goals, the Theater Security Cooperation Strategies of U.S. Southern Command (USSOUTHCOM) and U.S. Northern Command (USNORTHCOM), and the needs articulated by partner nations. The WHINSEC course catalog includes specialized courses in leadership development, counterdrug operations, peacekeeping operations (PKOs), information operations, and medical assistance. To fulfill the requirements of the law to provide at least eight hours of human rights-related training, WHINSEC has established the School of Democracy and Human Rights, which offers a core block of instruction to every student in every course at the Institute. Courses range in length from two to 49 weeks and are taught in Spanish (one iteration of the Noncommissioned Officer (NCO) Professional Development Course is presented in English for the partner nations in the Caribbean basin). All course content is approved U.S. doctrine provided by proponent agencies including TRADOC, the Federal Emergency Management Agency (FEMA), the Department of State, and the Department of Justice. The course content is also translated into Spanish by WHINSEC's own translation division.

## Accreditation

WHINSEC's courses are accredited by TRADOC for their military value. The American Council of Education (ACE) reviews WHINSEC courses for college credit. ACE has determined that every course offered at the Institute is eligible for credit at vocational, baccalaureate, or graduate level. The Command and General Staff College (CGSC) course is valued at six lower-division baccalaureate credits, five upper-division baccalaureate credits, and 17 graduate-level credits. In practice, Troy University applies 12-15 graduate credits to two of its programs, enabling CGSC students to combine those credits with six other Troy courses (on nights and weekends) to obtain a Master's Degree within the year spent at the Institute for the CGSC course. Nine students and one instructor earned their Master's Degrees in 2010.

## Faculty, Staff, and Partner Nation Instructors

The WHINSEC faculty and staff include military and civilian representatives from throughout the Department of Defense (DoD) community and other U.S. Government agencies. The Army provides 20 officers, 54 NCOs, and 71 government civilians. Seven Title 10 Program Professors teach in the School of Professional Military Studies. Also assigned are two officers from the U.S. Air Force and one from the U.S. Marine Corps. There is also a State Department Foreign Service Officer position, although it has not been filled since Dr. Arnold Vela departed in July 2010. Other agencies, including the Drug Enforcement Agency (DEA), Department of Justice (DOJ) and Department of Homeland Security (DHS), provide instructors, as needed, in a temporary duty status.

An essential component of WHINSEC's professional expertise is its robust Partner Nation Instructor (PNI) program that includes 33 U.S.-funded positions. These individuals bring subject matter expertise and their own experiences. WHINSEC is also authorized to accept, at no cost to

the U.S. Government, the services of additional Volunteer Partner Nation Instructors (VPNI). Both PNI and VPNI are integral to WHINSEC's security cooperation program. WHINSEC attempts to ensure equitable representation of nations of the Western Hemisphere. The experiences and expertise of the PNI and VPNI instructors ensure that the Institute remains relevant and effective in the context of conditions that exist in the region. Ninety-eight instructors from 17 Western Hemisphere nations served during 2010, with a total of 45 present at the end of the fiscal year.

WHINSEC welcomed the first Assistant Commandant from Mexico, Colonel Salvador Ibarra Carmona, whose assignment was made possible through the efforts of CAC and USNORTHCOM. Colonel Ibarra's assignment reflects the United States' increased partnership with Mexico to meet shared challenges. Brazil provides our Partner Nation Command Sergeant Major (CSM). CSM Marcos Andre Silveira completes the Institute's command team to ensure Partner Nation representation at both the officer and NCO level. CSM Silveira arrived in May 2010 and Colonel Ibarra in June 2010.

### Academic Schools

Instructors are organized into four schools to teach all the courses at WHINSEC. The School of Democracy and Human Rights provides the democracy, ethics, and human rights component mandated for every course, in addition to its three-week Human Rights Instructor Course. The School of Professional Military Education conducts the Captains Career Course (CCC), the CGSC, and the Joint Operations Course (JOC). The School of Specialized Studies operates tactical and technical courses with a broad range of subjects from Cadet Leadership and Counterdrug Operations to Medical Assistance and Civil Affairs Operations. The Roy P. Benavidez NCO Academy presents the NCO Professional Development (NCOPD) Course (English and Spanish versions) and the Small Unit Leader (SUL) Course.

The School of Democracy and Human Rights (SDHR) 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. SDHR augments the Democracy and Human Rights class with instruction on ethical decision-making, providing insight into the decision-making process during times of stress related to combat or other challenging circumstances.

The mission of WHINSEC's Field Studies Program is to showcase the U.S. way of life. Trips to local, State, and Federal governmental organizations, as well as to businesses, media organizations, and Nongovernmental Organizations (NGO), such as the Martin Luther King, Jr. Memorial and the Andersonville National Historic Site, allow the students to experience and study various aspects of U.S. systems and institutions.

The Human Rights Instructor Course prepares students to be human rights instructors in their own organizations and provides them with an overview of the application of human rights and legal considerations to the conduct of military and police operations. In fiscal year 2010, 107 students from Colombia, the Dominican Republic, Ecuador, Paraguay, and Peru graduated from this course in residence, and another 105 students took the two-week version from MTTs sent to Colombia, Mexico, and Peru.

The Democracy and Human Rights Week takes place each year in July. Its purpose is to educate CGSC students on the principles and current issues relating to democratic governance and international human rights law. In addition to Institute faculty instruction, eminent guest speakers came to the Institute to lecture and hold discussions on these themes. In 2010, guest speakers included Ms. Joanne Mariner, Human Rights Watch; Colonel James Eicher, Staff Judge Advocate Office, Chief of Army Reserve (OCAR); Professor Steven Schneebaum, adjunct law professor and human rights activist; and Colonel Matthew Dana, Staff Judge Advocate, California National Guard. Human Rights Week also includes the study of U.S. history as it relates to the subject. 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 operate to serve people and to respect their individual rights.

The School of Specialized Studies consists of two training departments:

- The Department of Civil Military Studies: This department focuses on the knowledge and skills needed to improve interagency and civil-military cooperation. The curriculum consists of PKO planning, civil affairs operations, disaster relief, and leadership education and training. Courses include Resource Management and Logistics, PKOs, Information Operations, and Civil Affairs Operations. Faculty includes a Department of State Foreign Service Officer (currently vacant), U.S. military and civilian personnel, and civilian and military professors provided by regional governments and educational institutions.
- The Department of Tactics and Special Operations (DTSO): This department trains officers, NCOs, police, and civilians in leadership and professional skills. Courses range in length from nine days to 13 weeks and include instruction in counternarcotics operations, counternarco-terrorism information analysis, engineer operations, advanced lifesaving and medical techniques, and cadet professional development and leadership. U.S. Immigration and Customs Enforcement and the DEA both provide adjunct faculty. In addition to the mandatory human rights training during the first week of each course, human rights training is integrated into scenario-driven exercises both in the classroom and in the field. DTSO conducted two of its four-week-long Leadership Development Courses in the summer. In each, U.S. Reserve Officer Training Corps (ROTC) cadets were immersed in the coursework, living and working with cadets from Colombia or the Dominican Republic, learning the Spanish language, and, more importantly, gaining understanding of other cultures. Counterdrug Operations course attendees continue to go to the Navy Small Craft Instructor Training and Technical School at Stennis Space Center, Mississippi, for a week of learning riverine operations from the experts.

The School of Professional Military Education (PME) teaches all the PME courses offered at WHINSEC. These include CGSC, CCC, and JOC.

- The Command and General Staff Course: CGSC, also known as the Intermediate Level Education (ILE) 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

(JIIM) environments. The CGSC at WHINSEC teaches the same program of instruction as the proponent school, the Army Command and General Staff College at Fort Leavenworth, Kansas. WHINSEC translates the course material into Spanish and adds additional academic requirements that focus on the threats and conditions confronting military and police forces in the Western Hemisphere. WHINSEC graduates receive the same credit for CGSC completion and joint PME level one (JPME-1) as their counterparts who attend the Fort Leavenworth course. The course is open to majors (or equivalent) from the U.S. Army, Air Force, Navy, and Marine Corps, as well as the national security forces of participating countries. Forty-five officers graduated in May 2010, consisting of 16 students from Canada, Colombia, the Dominican Republic, El Salvador, Honduras, and Panama, as well as 29 U.S. students. The current course includes 23 officers from Canada, Colombia, the Dominican Republic, El Salvador, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, and Uruguay, as well as 36 from the United States.

- The Captains Career Course is transforming to incorporate the TRADOC and CAC-mandated changes to the common core. It will become fully aligned with the Maneuver CCC. Within the next two years, the course is expected to be certified by TRADOC as a Military Education Level Six (MEL-6)-producing course, making it particularly attractive to U.S. Army captains who speak Spanish and use the language in their duties.
- The Joint Operations Course is directed at colonels (or equivalent) in other services. The course has expanded beyond effectively employing units from different services to melding military and law enforcement operations with government and non-governmental agencies to provide efficient and effective responses to natural or man-made disasters and acts of terrorism or other criminal activities.

The Master Sergeant Roy Benavidez Noncommissioned Officers Academy: WHINSEC's NCO Academy offers two courses: an NCOPD Course in English and Spanish versions, and an SUL Course. The NCO Academy trained 146 students in the NCOPD Course, consisting of 134 from Central and South America and 12 from the English-speaking Caribbean. NCO Academy instructors also used a mobile training team to teach 56 military and police personnel in Colombia.

- The NCO Professional Development Course curriculum is based on the same materials presented at other U.S. Army NCO Academies. These courses meet a need, which has been expressed by many of the security forces in the hemisphere, for professional education and training for sergeants in the military and junior leaders in law enforcement organizations.
- The Small Unit Leader Course trained 42 small unit leaders from Chile, Colombia, Ecuador, Panama, and Peru. In coordination with USSOUTHCOM and CAC, the Institute is developing a Senior NCO Course, based on the U.S. Army's Sergeants Major Academy. Later this year, TRADOC will validate the course curriculum for implementation in fiscal year 2013. Once validated, a graduate will have the technical and tactical leadership skills and knowledge required to serve as a command sergeant major or as an operations sergeant



major at brigade level or above. WHINSEC is a key player in U.S. Army South's (ARSOUTH) annual Senior Enlisted Conference (SELC). The SELC provides a forum in which relationships are strengthened and engagement opportunities discussed, including potential training and education. WHINSEC's Command Sergeant Major also uses the meeting to engage senior enlisted personnel, both U.S. and international.

### WHINSEC Participation in Other Events

WHINSEC instructors are invited to activities and exercises by USNORTHCOM, USSOUTHCOM, and their subordinate units. Examples include:

- Conducting Military Decision Making Process (MDMP) in PKOs to support ARSOUTH/Conference of Central American Armed Forces (CFAC), Guatemala (March 12-18, 2010).
- Instructing a Joint Operations Seminar for Military Academy Cadets, the Dominican Republic (March 22-26, 2010).
- Teaching Peace Operations and MDMP classes in support of U.S. Army North's (ARNORTH) participation in a PKO exercise in Guatemala, and, during the same period, sending a team to an Asymmetric Conflict Executive Seminar in Mexico to teach Civil Military Operations Planning and Lawful Use of Lethal Force (July 11-17, 2010).
- Conducting logistics concepts and techniques, parts accountability, and preventive maintenance education in support of an ARSOUTH event, Guatemala (August 7-14, 2010).
- Providing WHINSEC engineer instructors for a USSOUTHCOM Conference to adapt the Engineer Operations Course to the needs of partner nations, El Salvador (August 9-12, 2010).

WHINSEC faculty and students presented a cultural exposition at Faith Middle School at Fort Benning, Georgia, on September 17, 2010. More than 500 area school children came on field trips to see the diversity of cultures among the 19 nations that set up booths for the exposition.

On September 24, 2010, the WHINSEC community displayed the cultural traditions of its countries to the families of the Institute, community sponsors of WHINSEC, and Fort Benning leaders. The WHINSEC personnel and their family members performed cultural dances and songs and operated booths offering a taste of the foods and beverages unique to each nation. Performers dressed in traditional outfits, sang, and danced to culturally significant historic songs. This annual event fulfills part of the WHINSEC mission to foster and build relationships among the diverse cultures represented at the Institute.

WHINSEC hosts an annual open house for those who come to Columbus, Georgia, to protest the now-closed U.S. Army School of the Americas. The 2010 open house (on November 19-20) drew only 130 high school and college students and teachers. The drastic reduction in attendees (down from more than 560 in 2009) is a direct result of the Ignatian Solidarity Network moving its Ignatian Family Teach-in from Columbus to Washington, D.C., taking away a majority of the students who had been brought to Columbus in previous years to protest. The Commandant

made the decision that continuing open house tours would not be productive, so there will no longer be a Saturday event for the Institute during possible future protests. WHINSEC continues to be open to visitors on all work days, and regularly informs the public of that fact.

### 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 who come to the United States for other government-sponsored training. WHINSEC does not select its students; rather, they are nominated by the sending nation, vetted by the U.S. Embassy, subjected to background checks in accordance with the Leahy Amendment, and then approved by the U.S. State Department. In fiscal year 2010, WHINSEC hosted 1,343 students from 22 nations, including the United States, at its Fort Benning campus. An additional 579 students were trained by MTTs sent to 12 countries.

### Operating Budget

WHINSEC operating costs are approximately \$13.3M annually. Army Operation and Maintenance accounts paid \$10.3M for civilian salaries and overhead costs. WHINSEC also received approximately \$2.9M in tuition. Funding sources for tuition 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 \$74.7K in reimbursements for BoV items, MTT supplies, symposium costs, and trips to Washington, D.C., in support of the Field Studies Program.

### Facilities

As a consequence of decisions made in support of the Base Realignment and Closure Act, WHINSEC left historic Ridgway Hall and relocated to temporary facilities on Fort Benning. Most of the Institute's staff and faculty occupy Lewis Hall and Greene Hall, and most classes are held in modular classrooms in the vicinity of Lumpkin Street. WHINSEC still retains the Amos Library and the Language Laboratory in Ridgway Hall. WHINSEC operates an Engagement Skills Trainer Facility and an additional classroom in Building 1700. The Roy P. Benavidez NCO Academy moved to a permanent facility in the old Fort Benning Station Hospital Complex in October 2010. The complex will become the Institute's new permanent campus by 2013, finally bringing all of WHINSEC's facilities into one location. The complex most recently housed the National Infantry Museum, which has been vacant for two years, and will require approximately two years to renovate.

- 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 state-of-the-art facility that provides students and instructor personnel access to Spanish, English, and Portuguese language-learning software through a network of 35 computer stations.
- WHINSEC faculty members constructed a simulated cocaine processing facility in a forested training area of Fort Benning. The added realism greatly enhances counterdrug and law enforcement training. Other security and police organizations at Fort Benning use this facility to train drug detection dogs. 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.
- WHINSEC's Engagement Skills Trainer (EST) puts students in a virtual environment in which they must maintain situational awareness and make split-second, "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 classroom instruction so that military and police personnel know how to respect the rights of all those they encounter in operations.

### Initiatives – 2010

The various initiatives and projects of the Departments and Schools within the Institute have been described in the paragraphs above. The following paragraphs describe actions and concepts that affect the entire Institute and the customers it serves.

U.S. Cadet Language/Culture Immersion: The Secretary of Defense has strongly emphasized the need for military leaders to be culturally sensitive and capable in other languages. More than two years ago, WHINSEC, in partnership with U.S. Army Cadet Command, developed a unique and cost-effective language/cultural immersion experience by placing U.S. ROTC students into the Institute's resident Cadet Leader Development Courses. WHINSEC serves as a learning laboratory to immerse ROTC cadets in the Spanish language by having them live and work with cadets from partner nations. In 2010, 15 U.S. cadets from 14 universities attended the Cadet Leader Development Courses with Colombian military cadets. In addition, for the first time, 15 more U.S. cadets joined cadets from several services of the Dominican Republic Armed Forces for another iteration of the Cadet Leader Development Course. As a result of the enthusiastic feedback from the ROTC students, the service academies are considering participation by their cadets/midshipmen.

Interagency Participation Update: WHINSEC continues to seek interagency students for attendance in the CGSC Course. This course is well-suited for mid-level U.S. State Department employees and their partner nation equivalents. This initiative is a priority for the new Commandant.

Canadian Participation: WHINSEC is working with USNORTHCOM to include Canadian instructors to capitalize on Canada's experience, expertise, and capabilities, particularly in the

areas of peacekeeping and stability operations. Canada will likely assign an instructor to WHINSEC in the coming year.

Distributive Learning (DL) Initiative: As suggested by Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs Paul Stockton, the Institute will offer a self-paced, on-line human rights course for those unable to attend a resident WHINSEC course.

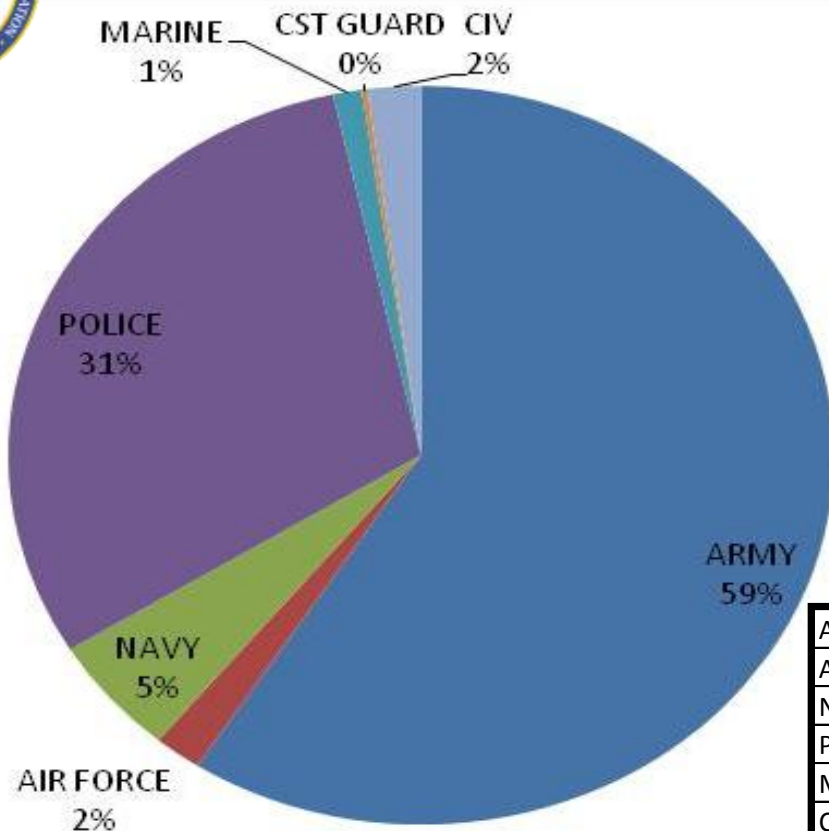
Partner Nation Instructor Augmentation: Because of a shortage of uniformed U.S. personnel available for assignment to non-deployable organizations, the Commandant is seeking additional voluntary partner nation instructors. This will allow the Institute to sustain its high volume of student output while maintaining high academic standards. The Institute is significantly below its authorized U.S. officer strength, and somewhat below authorized U.S. NCO levels. The challenge is to encourage nations to add instructors at their own expense to continue all the professional courses they want their personnel to attend.

6 Enclosures:

1. Students by service FY 10
2. Students by country FY 10
3. WHINSEC Course Summary
4. Board of Visitors Fact Sheet
5. Minutes, BoV, June 2010
6. Minutes, BoV, December 2010



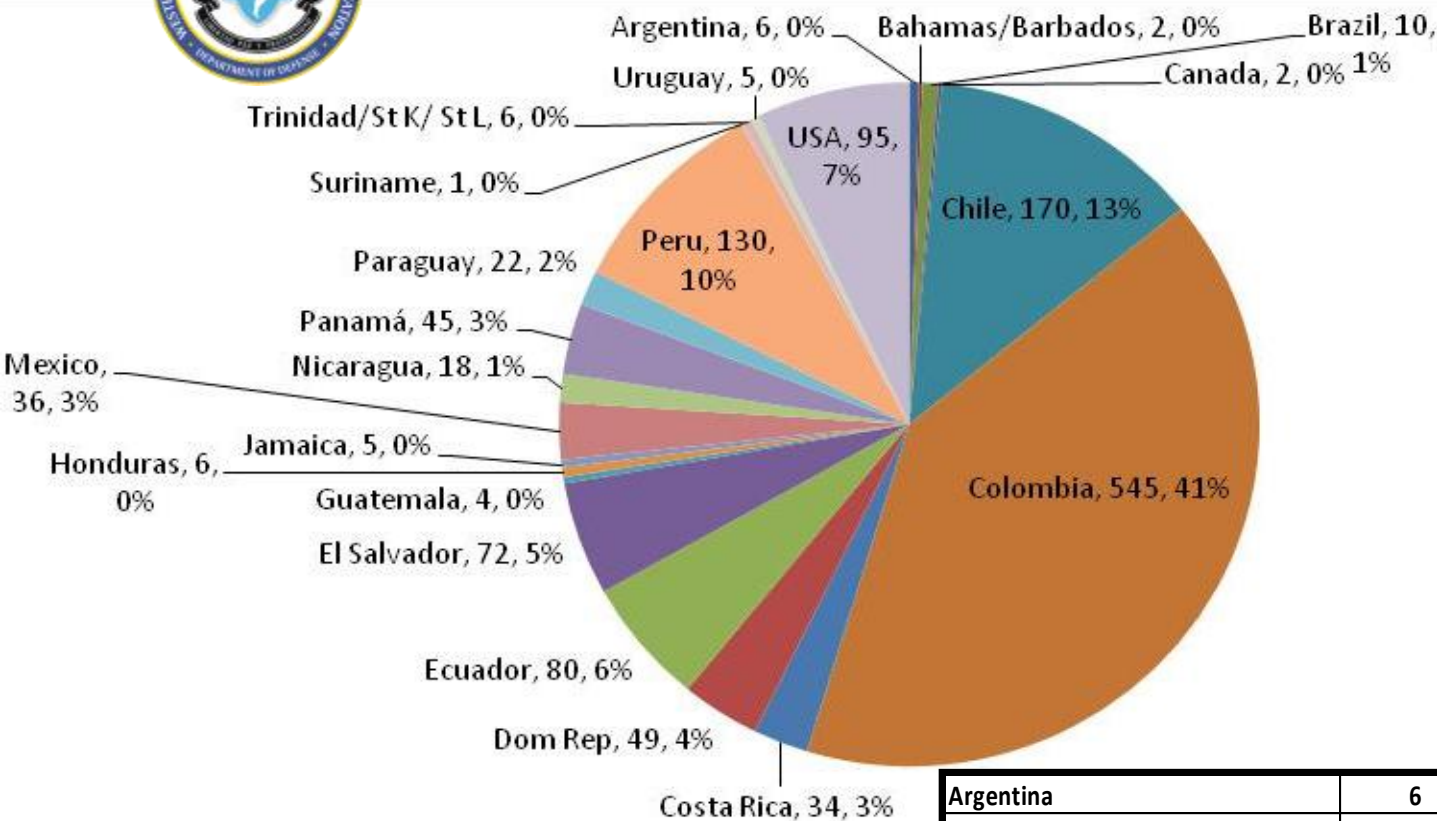
# Resident Student Breakdown by Service for FY 10



ARMY	794
AIR FORCE	25
NAVY	70
POLICE	408
MARINE	15
CST GUARD	3
CIV	28
Total	1343



# Resident Student Breakdown by Country for FY 10



Argentina	6
Bahamas/Barbados	2
Brazil	10
Canada	2
Chile	170
Colombia	545
Costa Rica	34
Dom Rep	49
Ecuador	80
El Salvador	72
Guatemala	4
Honduras	6
Jamaica	5
Mexico	36
Nicaragua	18
Panamá	45
Paraguay	22
Peru	130
Suriname	1
Trinidad/St K/ St L	6
Uruguay	5
USA	95
<b>Total Resident Students</b>	<b>1343</b>



## Western Hemisphere Institute for Security Cooperation Course Description

*Note: Mandatory Democracy and Human-Rights Awareness Training:* Students in every course receive instruction 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 U.S. citizens. Students receive training in the definition, concepts, and historical development of human rights, international humanitarian-law 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 Affairs Operations

Duration: 6 weeks

Provides 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. The American Council on Education (ACE) has recommended three university credit hours for this course.

### CMS-3 Departmental Resource Management

Duration: 6 weeks

Develops an understanding and appreciation of 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. ACE recommends six university credit hours for this course.

### CMS-5 Human Rights Instructor

Duration: 3 weeks

Presents 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 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. ACE recommends four university credit hours for this course.

### CMS-6 Peace Operations

Duration: 7 weeks

Trains 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 US and UN doctrine for Peace Operations (PO). Training will focus on TTP for Peace Operations, to include logistics support, chain-of-command structures, rules of engagement development, and information operations. Training will encompass the role of civilian controls on military operations and the varying roles civilian non-governmental organizations perform in supporting PO. ACE recommends three university credit hours for this course.

### CMS-10 Information Operations

Duration: 9 weeks

Educates mid- to senior-level military officers and selected civilian government officials in information operations (IO). Focuses on approved U.S. Army IO doctrine and Joint IO policy guidance. Students learn 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 conflict. ACE recommends six university credit hours for this course.

DEV-2 Army Instructor (English and Spanish) Duration: 3 weeks  
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. All students experience the unique opportunity to see and hear themselves instruct—one of their presentations is filmed and shown to the class as part of the feedback process during the course. ACE recommends three university credit hours for this course.

LDR-1 Cadet Leadership Development – Infantry Duration: 4 weeks  
Introduces cadets and junior officers to leadership through the use of light infantry tactics, techniques and skills. Students learn basic light infantry squad and platoon operations, air assault operations planning, and the application of leadership theory in a field environment. Intense focus is given to performance in leadership positions and situation and field training exercises. ACE recommends three university credit hours for this course.

LDR-2 Cadet Professional Development Duration: 2 weeks  
Provides training in U.S. Army combined arms doctrine, new technology, and leadership development 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.

LDR-4A Cadet Troop Leader (Infantry) Duration: 3 weeks, 1 day  
Provides training in U.S. Army's combined doctrine, new technology, leadership and field skills to lead small units at platoon level. Course is designed to introduced cadets to basic light infantry tactics, techniques, and skills. During the tactics portion of the training, students learn basic light infantry platoon operations. ACE recommends three university credit hours for this course.

NPME-8 NCO Professional Development (Spanish & English) Duration: 7 weeks, 3 days  
Trains selected noncommissioned officers to lead, train, and direct subordinates both mentally and physically at squad and platoon levels. Develop leadership skills required by squad leaders or platoon sergeants. Major subject areas include: leadership, training, and warfighting functions. Incorporates recent lessons learned, battle drills, warrior tasks, and a 50-hour situational training exercise. ACE recommends eight university credit hours for this course.

OPME – 3 Captains Career Course Duration: 18 weeks  
Trains 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. Further instruction integrates English as a Second Language (ESL) training. ACE recommends nine university credit hours for this course.

OPME-4 Command & General Staff Officer Course Duration: 51 weeks  
Educates and trains 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 security 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 course is 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. Also includes an orientation tour of the United States, during which students visit major military installations, service schools, and Washington, D.C. ACE recommends eleven undergraduate and seventeen graduate credit hours for this course.

OPME-5 Joint Operations Duration: 6 weeks  
Trains field-grade officers in national-defense strategy, military instruments of power, joint planning, crisis-action planning, regional contingency planning, and a comprehensive campaign-plan presentation. This course is designed to train field-grade officers to function as multinational and joint-operations officers. ACE recommends six graduate credit hours for this course.

TAC-6 Counterdrug Operations Duration: 9 weeks  
Provides selected military and police officers and noncommissioned officers 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. This course provides comprehensive and specialized training in counterdrug-interdiction operations at the tactical level, and emphasizes staff planning and command and control during effective execution of counterdrug operations against realistic targets and objectives. The course includes marksmanship, dynamic operations in urban environments, 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, explosive and ballistic building-entry techniques, land navigation, communications, staff organization and planning, special infiltration and exfiltration techniques, clandestine airfield-interdiction techniques, drug-laboratory destruction and safety considerations, evidence handling, and treatment and handling of suspects. ACE recommends nine university credit hours for this course.

TAC-7 Medical Assistance Duration: 5 weeks, 3 days  
Trains 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. ACE recommends three university credit hours for this course.

TAC-8 Engineer Operations Duration: 10 weeks  
Train engineers, law-enforcement officers, and noncommissioned officers in the use of conventional demolitions and in mobility, counter-mobility, survivability, and humanitarian demining operations. Presented in accordance with U.S. doctrine, course enhances the student's ability to conduct basic engineer operations, basic medical skills, basic counterdrug operations, and pathfinder operations. ACE recommends three university credit hours for this course.

TAC-10 Counter Narco-Terrorism Information Analyst Duration: 9 weeks  
Trains selected military officers, noncommissioned officers, and 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 area of operations, security of operations, and analysis techniques and procedures. This course prepares students to operate in a joint inter-agency environment. ACE recommends eight university credit hours for this course.

TAC-12 Small Unit Leaders Duration: 4 weeks 1 day

Develops 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. 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. ACE recommends two university credit hours for this course.

*Mobile Training Teams (MTT) conduct short versions of Institute courses in partner nations requesting them. MTT are always subject to the availability of instructors, so they are sent at times when the teaching department is not in a resident course cycle.*

**MTT-1 Joint Operations** Duration: 2 weeks  
Trains field-grade officers in national-defense strategy, military instruments of power, joint planning, crisis-action planning, regional-contingency planning, and a comprehensive campaign-plan presentation. ACE recommends two graduate credit hours for this course.

**MTT-2 Battalion/Brigade Staff Operations** Duration: 2 weeks  
Develops 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. ACE recommends two university credit hours for this course.

**MTT-3 Noncommissioned-Officer Professional Development** Duration: 2 weeks  
Trains selected noncommissioned officers to lead, train, and direct subordinates at the squad and platoon level. ACE recommends two university credit hours for this course.

**MTT-4 Human Rights Instructor** Duration: 2 weeks  
Presents a number of techniques for effective teaching and integration of human rights within military and security-force training. 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. ACE recommends two university credit hours for this course.

**MTT-5 Peace Operations** Duration: 1 week  
Trains 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 emphasize civilian controls on military operations and the varying roles civilian non-governmental organizations perform in supporting peace operations.

**MTT – 6 Army Instructor** Duration: 2 weeks, 3 days  
Provide students with the theory and practice of concepts, methods, techniques, and technology of performance-oriented training. ACE recommends two university credit hours for this course.

**MTT-7 Medical Casualty Assistance** Duration: 2 weeks  
Trains 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. ACE recommends one university credit hour for this course.

**MTT-10 Counter Narco-Terrorism Information Analyst** Duration: 2 weeks  
Trains selected military officers, noncommissioned officers, and law-enforcement agents at the operational analyst level on their duties and responsibilities when working in a counter narco-terrorist-operations environment.



## Western Hemisphere Institute for Security Cooperation Board of Visitors

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 Jeffrey DeLaurentis.
- Commander, U.S. Southern Command, Gen. Douglas Fraser or his designee.
- Commander, U.S. Northern Command, Adm. James Winnefeld, Jr., or his designee.
- Commanding General, U.S. Army Training and Doctrine Command, Gen. Martin E. Dempsey.
- Rev. Dr. Joan Brown Campbell, Dir, Dept of Religion, Chautauqua Institution
- Dr. Johanna Mendelson Forman, Sr Assoc, CSIS Americas program, **Chairman**
- Amb. Lino Gutierrez, CEO of Gutierrez Global, LLC
- Amb. Donna Hrinak, Sr. Director for Latin American Govt Affairs, PepsiCo.
- Dr. Joseph Palacios, Prof of Sociology and Anthropology, Sch of Foreign Svc, Latin American Studies Program, Georgetown University, **Vice Chairman**
- (one vacancy, Secretary of Defense appointment)

The BoV is required to meet annually and report to Congress through the Secretary of Defense. The board plans to hold its next meeting in August, 2011, at the Institute.

**Minutes for the Board of Visitors (BoV)**  
**Western Hemisphere Institute for Security Cooperation (WHINSEC)**  
**Summer Organizational Meeting, June 17, 2010**  
**Rayburn House Office Building, Room 2212, Washington D.C.**

1. The WHINSEC BoV conducted its summer Organizational Meeting on Thursday, June 17, 2010, in room 2212 of the Rayburn House Office Building, Capitol Hill, Washington, D.C. As required by Public Law 92-463, the meeting was open to the public and announced in the Federal Register. The Washington, D.C. BoV meeting increases Board transparency through being more accessible to its four Congressional members, other members of Congress, and senior Defense and State officials, as well as the public. The Designated Federal Official (DFO), Brigadier General Edward P. Donnelly, Jr. called the meeting to order at 8:00 a.m. He was followed by the Board Chair, Amb. Charles A. Ford, who introduced the agenda and the speakers, and led the discussions. The agenda (TAB B) was followed as published. During a wrap-up of the day's events by the Chair, the Board requested additional information as shown in paragraph 3, below. Two members of the public attended but did not address the Board during the allotted public comment period. The DFO adjourned the 2010 Organizational Meeting at approximately 3:15 p.m.

2. Members in attendance:

<u>COMMITTEE POSITION</u>	<u>BOV MEMBER NAME</u>	<u>ATTENDANCE</u>	<u>MEMBER'S REPRESENTATIVE</u>
Member - SecDef Appointee (Chairman)	Amb. Charles A. Ford	Present	
Member - SecDef Appointee (Vice Chair)	Dr. Johanna Mendelson Forman	Present	
Member - SecDef Appointee	Amb. Lino Gutierrez	Present	
Member - SecDef Appointee	Amb. Donna J. Hrinak	Present	
Member - SecDef Appointee	Dr. Joseph M. Palacios	Present	
Member - SecDef Appointee	Rev. Dr. Joan Brown Campbell	Present	
Member Ex officio	Sen. Carl M. Levin (D-Mich.)	Not Present	Mr. Michael Kuiken
Member Ex officio	Sen. Clarence Saxby Chambliss (R-Ga.)	Present	Mr. Clyde Taylor
Member Ex officio	Representative Loretta Sanchez (D-Ca.)	Not Present	Ms. Annie Yea
Member Ex officio	Rep. John Phillip "Phil" Gingrey (R - Ga.)	Present	Mr. Dave Sours
Member Ex officio	Gen. Douglas M. Fraser	Not Present	LTG P.K. Keen
Member Ex officio	Adm. James Winnefeld	Present	
Member Ex officio	Gen. Martin E. Dempsey	Present	
Member Ex officio	Mr. Kevin Whitaker	Present	

3. Dr. Frank Mora, Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, and Mr. Anthony Stamilio, Deputy Assistant Secretary of the Army for M&RA, attended in representation of the Secretary of Defense and the Secretary of the Army respectively. Mr. Rick Procell of WHINSEC served as executive secretary for this meeting.

4. The Board members requested further information as shown in the table, below. The OPRs are required to present additional information on the topics to inform the Board's discussion at the next BOV meeting.


<b>INFORMATION REQUEST</b>	<b>REQUESTER</b>	<b>OPR</b>	<b>SUPPORTING ORGANIZATION</b>
Request for more clear distinction between the training given to military personnel and that provided law enforcement officers and civilians.	Dr. Joseph M. Palacios	WHINSEC	OSD
Request consultation with UN to assess effectiveness of WHINSEC graduates as they participate in UN operations.	Dr. Johanna Mendelson-Forman	SOUTHCOM	WHINSEC
Request a briefing on vetting procedures.	Mr. Michael Kuiken	DOS	N/A

5. Overall Impressions: The Board was very pleased with the Washington meeting. It enjoyed the benefit of having most designated principals in attendance, including members of Congress. Board members introduced several topics for initial discussion and for further consideration during future meetings: (1) Curriculum changes to address 21st century challenges, especially in light of HA/DR experiences in Haiti and elsewhere and WHINSEC's role in discussing the deficit in public security in the region and the potential for expanding instruction on civil-military relations; (2) Expansion of WHINSEC mission to include capacity-building for the civilian institutions of police and government; (3) Intra-agency collaboration, perhaps in conjunction with the Center for Hemispheric Analysis (CHDS); and (4) enhanced US-Mexico collaboration.


6. ADM Winnefeld (NORTHCOM), LTG Keen (SOUTHCOM), and Mr. Whitaker (State Dept) all strongly stated that releasing the names of WHINSEC students and faculty to the public, as required by the National Defense Authorization Act (NDAA) and unless waived by SECDEF in the interest of National Security, would constitute a threat to the physical security of the students and faculty as well as to their family members. The Board was thus pleased by ASD Mora's announcement that the SECDEF had waived the NDAA requirement to release WHINSEC names for FY09/FY10.

7. The next BoV meeting, which will constitute the Board's required annual meeting for 2010, will be held on Friday, December 3, from 8:00 a.m. until 4:00 p.m. at WHINSEC, Ft. Benning, Georgia. Members are invited to arrive on December 2, to participate in a tour of the facilities, as well as to visit classes and converse with students, faculty, and staff.

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

  
 Ambassador Charles A. Ford  
 Chairman

Date: June 29, 2010

  
 Brigadier General Edward P. Donnelly  
 Designated Federal Official

Date: 1 July 2010

**Minutes for the Board of Visitors (BoV)**  
**Western Hemisphere Institute for Security Cooperation (WHINSEC)**  
**Annual Organizational Meeting, December 3, 2010**  
**National Infantry Museum, Fort Benning, GA**

1. The Western Hemisphere Institute for Security Cooperation (WHINSEC) BoV conducted its Organizational Meeting on Friday, December 3, 2010, in the WHINSEC Modular 2 Building on Fort Benning, GA. 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), Colonel Matthew Brand, called the meeting to order at approximately 8:05 a.m. He introduced the acting Chair, Vice Chairwoman Dr. Johanna Mendelson Forman, who led introductions then presided over the required annual elections for Chair and Vice Chair. Dr. Mendelson Forman was elected Chair and Dr. Joseph Palacios was elected Vice Chair. All agenda items (TAB A) were addressed. Board members had ample opportunity to interact with officer and non-commissioned officer students during breakfast and lunch; and had the opportunity to meet US and Latin American faculty members at an ice-breaker reception held the evening before. The DFO adjourned the meeting at approximately 12:35 p.m.

2. Members in attendance:

COMMITTEE POSITION	NAME	ATTENDANCE	MEMBER'S REPRESENTATIVE/PROXY
Chair	Ambassador Ford	Not Present	NA
Vice Chair	Dr. Mendelson Forman	Present	
Member	Rev. Dr. Brown Campbell	Present	
Member	Ambassador Gutierrez	Present	
Member	Ambassador Hrinak	Not present	NA
Member	Dr. Palacios	Present	
Member	Senator Levin	Not present	Mr. Michael Kuiken
Member	Senator Chambliss	Not present	Mr. Bill Stenbridge
Member	Cong Sanchez	Not present	Ms. Annie Yea
Member	Cong Gingrey	Not present	Mr. Robert Watts
Member	GEN Dempsey	Not present	BG Sean MacFarland
Member	ADM Winnefeld	Present	
Member	GEN Fraser	Present	
Member	Secretary Clinton	Not present	Mr. DeLaurentis
<i>Non-members</i>			
<i>DFO</i>	<i>COL Brand</i>	<i>Present</i>	
<i>Alternate DFO</i>	<i>Mr. Drach</i>	<i>Present</i>	
<i>BOV Exec Secy</i>	<i>Vacant</i>	<i>NA</i>	<i>Mr. Drach</i>

Mr. Tony Stamilo, the Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs, represented the Secretary of the Army.

3. Overview: The Fort Benning BoV meeting increases WHINSEC transparency through making the facilities, staff, faculty and students available for observation and inquiry to its full membership as well as to members of the public. The December meeting addressed seven principal agenda items beginning with the WHINSEC update by the new Commandant, COL Glenn Huber. The Commandant was followed by updates from Admiral James Winnefeld, Commander, US Northern Command; General Douglas Fraser, Commander, US Southern

Command; and Deputy Assistant Secretary Jeffrey DeLaurentis of the State Department. Dr. Frank Mora, Deputy Assistant Secretary of Defense for Western Hemisphere Affairs, was unable to attend the meeting; however, his prepared remarks (TAB B) were disseminated and Ms. Ashley Richardson and Mr. Nick Zimmermann of his staff were available to answer questions. No member of the public attended and no written comments were received.

4. ADM Winnefeld briefed NORTHCOM's mission focus areas, acknowledged Mexico's growing participation in WHINSEC – personified by the new Deputy Commandant from Mexico, COL Salvador Ibarra Carmona – and emphasized the growing challenge of Transnational Criminal Organizations (TCOs) and their devastating impacts on stability and security in the region. Gen Fraser highlighted SOUTHCOM's focus on Counter-Illlicit Trafficking, which is more than drugs and now a global threat requiring non-traditional military intervention in conjunction with civil authorities.

5. Requests for information made during the previous meeting in June were answered satisfactorily. While Board members did not make requests for specific information to be provided later, a number of interesting topics were raised which will carry over to the next meeting, to include challenges due to budgeting and faculty shortfalls; showcasing WHINSEC's 10 year success story to the public; the on-going discussion of differentiation between training military and law enforcement personnel; attracting greater participation by Bolivia, Canada, Haiti, Mexico, and other countries; gaining student feedback on the effectiveness and value of the courses they have attended; and enhancing the Board's coverage by having members or observers from other agencies such as DEA, DHS, or Justice.

6. Several members noted that the Latin American Studies Association (LASA) was circulating a resolution calling for WHINSEC's closure. The Chair agreed to draft a letter response on behalf of the Board. That opened the discussion to the larger theme of propagating the WHINSEC success story and of developing an outreach program to include speaking engagements and development of a list of institutions to reach. The Commandant noted that the cost to WHINSEC in money and personnel necessary to mount two Board meetings per year was very taxing – several Board members agreed that it might be time to return to just one meeting per year, perhaps on a 9-month cycle. The DFO then stated that would be in keeping with Secretary of Defense Gates' recent guidance to reduce the costs of federal advisory committees. There was general agreement that the meeting should be held at WHINSEC to allow Board members to spend time with its personnel, and held during a time when Congress would be in recess to increase the possibility of attendance by legislative members. Several Board members stated that with one meeting per year, it would be important to schedule a day and half to insure that all agenda items are covered with sufficient time for exchange of ideas.

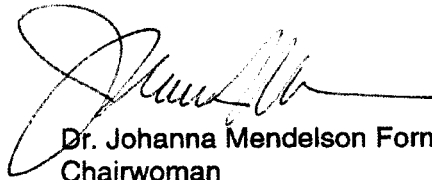
7. The Chair entertained the idea of designating committees to explore in further detail some of the discussion topics with the goal of enhanced discussion at the next Board meeting. The Chair and DFO will discuss procedures for designating committees.

8. Overall impressions: The Board members were unanimous in their agreement that WHINSEC is a good news story that needs to be brought to public attention, and that WHINSEC continues to excel at meeting its congressional mandate. WHINSEC is an open environment for free-thinking, critical speech, and openness.

9. Dr. Mendelson Forman presided over the discussion, concluded the meeting, and turned it over to the DFO for official adjournment.

10. Based on a polling of members, the time frame set for the next meeting is August 2010, at Fort Benning. The exact time, duration, and location of the meeting will be determined later and communicated to the Board membership. Members are invited to participate the evening prior at the Ice Breaker Social.

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



Dr. Johanna Mendelson Forman  
Chairwoman  
Board of Visitors, WHINSEC

Date: 3-4-11



Matthew L. Brand  
Colonel, US Army  
Designated Federal Official, WHINSEC BOV

Date: 3/3/11





**Western Hemisphere Institute for Security Cooperation  
Board of Visitors Meeting Itinerary  
December 2-3, 2010**

*As of December 1, 2010*

**Thursday, December 2**

1130-1500 Arrival at Hartsfield-Jackson Atlanta International Airport & Transport to Fort Benning. Upon entering the terminal from the underground airport train, look for an individual holding a "WHINSEC BoV" sign as you come up the escalator on your way to baggage claim.

Please contact WHINSEC Protocol if there are any significant changes to your flight itinerary: (706) 545-1820/2019/5747 or (706) 566-9969.

1745 Vans depart McIver Suites and Olson Hall for Icebreaker

1800-2000 Icebreaker COL Huber  
Dress: Business casual/Open collar  
Location: Rankin Quarter Dining, 21 10th St, Columbus, GA 31901 (downtown Columbus)

**Friday, December 3**

Dress: Civilian – Business Suit  
Military – **ACU**

0700-0710 Depart for WHINSEC Campus: Modular 2 (note: Check out of billeting prior to departure for WHINSEC)

0710-0750 Breakfast at Modular 2C COL Huber

0750-0800 Group Photo, in Front of Bldg 37 COL Brand, DFO

0800-0805 Designated Federal Official opens meeting, MOD 2D COL Brand, DFO  
(Photographer: Mr. Rials)

0805-0815 Introduction and welcome of new Members and Advisers by the Vice Chair, self-introduction by other attendees, and opening remarks by Vice Chair Vice Chair

0815-0830 Election of new Chairman and Vice-Chairman Vice Chair

0830-0845 Ethics Briefing (Annual Requirement) CPT Wichter

**Friday, December 3 (continued)**

0845-0935	WHINSEC Commandant Briefing/Update (may extend into the public comment period if there are no citizens to comment)	COL Huber
0935-0945	Public Comment Period	Vice Chair
0945-0955	Break (WHINSEC Modular 2C)	
0955-1025	USNORTHCOM Update	Admiral Winnefeld or Representative
1025-1055	USSOUTHCOM Update	General Fraser or Representative
1055-1125	OSD (Policy) Update	Dr. Mora
1125-1155	State Department Western Hemisphere Update	DAS DeLaurentis
1155-1205	Chair's Adjournment for Lunch Movement to Benning Conference Center	Vice Chair
1205-1310	Hosted Lunch at Benning Conference Center Regimental Room	Lunch w/ILE students
1310-1320	Movement to WHINSEC Campus	
1320-1335	Board Discussion (Way Ahead/Issues/Concerns) (MOD 2D)	Vice Chair
1335-1400	Wrap-up session: 1) Announce dates for the next BoV Meeting 2) Other matters Chair deems appropriate	Chair
1400	Adjournment	Chair
1400-1415	<b>Windshield tour of MCOE and potential WHINSEC facilities</b>	COL Huber
1415	Vans depart for Hartsfield-Jackson Atlanta International Airport Depart from WHINSEC Campus	

**Remarks to WHINSEC Board of Visitors**

**Dr. Frank Mora, Deputy Assistant Secretary of Defense,**

**Western Hemisphere Affairs**

**December 3, 2010**

WHINSEC's work is more important than ever given the administration's priority on building and strengthening our partnerships in the region in order to counter security threats and challenges. This is especially true in the current environment of resource constraints that the Department of Defense is facing because WHINSEC is a low-cost, high-impact vehicle for building partner capacity and good will. I have no doubt that the thousands of foreign students that have trained at WHINSEC serve as informal good-will ambassadors of the United States, and apply what they have learned back home to strengthen their countries' defense and security capabilities in ways that further U.S. national security interests.

I would also like to make special note of the fact that this is Colonel Huber's first Board meeting as Commandant. Glenn and I met at the Pentagon in September and had a very productive discussion. We agree that it is a priority to engage partner nations to ask them to support WHINSEC by providing more instructors and funds. The Institute is becoming a victim of its own popularity, and we need our partners to take as much ownership as possible to maintain the impressive op-tempo that has been established. Furthermore, this is in keeping with USG policy priorities, which envision equal partnership and shared responsibility among nations to confront the security challenges in our hemisphere. We also spoke of the growing popularity of Mobile Training Teams and the need to provide them as often as possible, especially when they focus on issues related to human rights and democracy. As you all know, Colonel Huber

has a distinguished career, most recently serving in Iraq, but also in several countries in the Americas, as well as a long history at WHINSEC, having previously served as a department director and instructor. WHINSEC is fortunate to be able to benefit from his leadership.

Since the last Board of Visitors meetings in June, my main focus has been on the Conference of Defense Ministers of the Americas (CDMA), which was held in Santa Cruz de la Sierra, Bolivia, from November 21 – 25. I therefore thought it would be appropriate and useful to provide an overview of what transpired in Santa Cruz.

The CDMA was a resounding success for the United States, despite incendiary remarks and political posturing from Bolivian President Evo Morales and Vice President Alvaro García Linera during the proceedings. Our collaborative efforts and positive rhetoric stood in stark contrast to Bolivian accusations and had the effect of strengthening the United States as a partner of choice in the region. We were able to successfully communicate the importance we place on our relations in the hemisphere and the need for hemispheric defense cooperation.

In addition, the United States advocated for a proposal – co-sponsored by Antigua and Barbuda, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Panama, Peru, St. Kitts and Nevis, and Trinidad and Tobago – that was adopted in the final declaration of the CDMA. The proposal explores the establishment of a common approach to military support for disaster relief, including the coordination and synchronization of military missions through institutionalizing standards and procedures for disaster relief operations.

Furthermore, this proposal is an important evolution for the CDMA as an institution. It is the first time in the CDMA's history that a concrete, actionable proposal of this scope has been adopted. The CDMA has been transformed: it is no longer a forum for dialogue alone, now it is also developing into an entity that can introduce potentially enduring hemispheric defense cooperation initiatives.

In presenting the proposal at the CDMA, I highlighted four points that were particularly important to the prospects of the proposal gaining consensus. First, that nothing in the proposal would impinge on the sovereignty of a country struck by a disaster that might request assistance. The civilian authorities of that nation must retain total control of all assistance that would be provided to that country. Second, that the proposal would not affect the sovereign authorities of nations that might *contribute* assistance. Each country's own legal mechanisms on how and whether to provide support must be fully respected. Third, that the proposal would not impinge upon bilateral, sub-regional, or regional mechanisms in place to provide humanitarian assistance. Fourth, that everything in the proposal will be designed to support civilian authorities in the country that requests assistance.

As we were preparing for CDMA and defining U.S. objectives, it became increasingly clear that many countries were undergoing critical reflection about what was most helpful in responding to disasters, especially after the Haiti earthquake. After extensive formal and informal consultations, one key takeaway and area of agreement we identified is that there has traditionally been a gap in how militaries and public forces can establish formal communication channels when multiple countries from across the hemisphere are involved in responding to a disaster.

Offering a proposal at the CDMA to address this gap killed two birds with one stone. First, this type of coordination can save lives, and we have a moral obligation to explore any means that could further facilitate such efforts. Second, as I have already mentioned, it could be the catalyst for making the CDMA a vehicle for hemispheric initiatives. The agreed upon proposal includes three basic elements.

First, participating militaries and civil defense forces of those nations not having militaries, coordinate with one another in person during a disaster response operation through a **Military Assistance Collaboration Cell (MACC)**. The MACC would be hosted by the nation that has suffered the disaster and populated by liaison officers or other appropriate representatives of states providing assistance in the disaster-affected country. The MACC would serve as a coordinating body that is established on an ad hoc basis following each disaster and then disbanded once relief operations are complete.

Second, participants adopt a **common technology platform** such as a website to share information during a response, as well as during steady-state operations. Information provided to the platform would be at the discretion of member countries and would be used to facilitate information exchange among militaries and civil defense forces engaged in disaster response.

Third, participants support **working groups** that would meet periodically to develop further the framework of the common approach to military/public forces support for disaster relief. The idea is to establish a liaison working group to meet “in between” disasters to first lay the groundwork for the initial MACC, and then continuously refine the concept by capturing lessons learned from subsequent events requiring a MACC. A technical working group would also meet to designate the common technology platform, determine the information to be

provided on the platform, and develop business practices to guide usage of the platform. The working groups could report their results at the next CDMA in Uruguay in 2012.

WHINSEC's training is pertinent here. Indeed, one can easily envision how the type of coordination and collaboration between militaries that a MACC would require puts into action the training that WHINSEC offers in its course on Civil Affairs Operations. This course, for example, provides instruction on how to plan and execute disaster-relief operations and execute planned interagency disaster-relief/preparedness operations, all in WHINSEC's customary multi-national context. This is the perfect type of training for a complex operation like that which was stood up in the wake of the Haiti earthquake, and it is no stretch to believe that many WHINSEC alumni will participate in a MACC in future disaster responses.

In addition to humanitarian assistance and disaster relief, another topic of conversation during the CDMA was the future of the Inter-American defense system, especially how to revitalize the Inter-American Defense Board (IADB) and more closely establish linkages between the Board and the CDMA. In fact, language was inserted into the CDMA declaration that considers making the IADB the executive secretariat of the CDMA. I am encouraged by this development because of my deep conviction that institutions matter. The strengthening of those hemispheric and regional defense institutions where the United States has a place at the table— institutions like the CDMA, IADB, and OAS -- advances our interests. The same is true of U.S. institutions like WHINSEC that enjoy widespread representation and participation from countries across the Americas.

Moving away from CDMA, I want to mention the growing recognition in the interagency that there are a number of sub-regional security strategies out there, the Caribbean Basin Security

Initiative, the Central America Regional Security Initiative, the Merida Initiative etc., and we need to do some hard thinking about how to best synchronize these strategies so that they avoid redundancies and actually maximize the impact of U.S. support. We are not quite there yet, but I am heartened by the dialogue currently underway. The need to cut out waste is particularly important because the security challenges in the hemisphere are growing at a rate that outpaces the rate of growth –when there is growth – in our security cooperation funding.

In other words, we are not likely to have the resources in the near future that we need to meet some of these challenges. Increasingly, therefore, we have to move past defining the importance of our relationships in terms of dollars and cents, but rather strive for maximum impact on the ground. Once again, WHINSEC is a model. At a small cost, its courses on Counterdrug Operations, Medical Assistance, Counter Narco-Terrorism Information Analysis, Peace Operations, Human Rights Instruction – to name just a few – do more to create the good will, expertise, and capacity on the ground necessary to partner effectively with other nations than many other security cooperation mechanisms.

In closing, I'd like to make one last comment to thank you all for the work you are doing to strengthen partnerships in the Western Hemisphere through your participation on this Board. Colonel Huber and his staff, the appointed Board Members, Members of Congress and their staffs, the Combatant Commands, the Department of the Army – I applaud your commitment to ensuring WHINSEC provides top notch education for confronting security challenges, while promoting democracy and rule of law, and building lasting relationships in the hemisphere.

So thank you for all your work and support of the Institute. Thank you.