

Western Hemisphere Institute for Security Cooperation
2011 Report to Congress
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Western Hemisphere Institute for Security Cooperation

2011 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. The 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 the military in a democracy. WHINSEC strives to build strong relationships among participating nations and their security forces. Those relationships will contribute to greater cooperation in time.

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. The Board met at the Institute September 26-27, 2011. Dr. Johanna Mendelson Forman was re-elected as Chairman of the Board. During the year, Dr. Louis Goodman was nominated to the Board. In November, three Board members completed their terms and resigned from the Board. Ambassador John F. Maisto, Ambassador Pete Romero, and Ambassador Swanee Hunt were nominated to fill the three vacancies. Secretary of State Hillary Clinton named Mr. Kevin Whitaker as her new designee on the Board. (Minutes of the public meeting are attached.)

Curricula

WHINSEC offers eighteen professional courses in residence and nine courses to requesting countries via mobile training teams (MTTs). The variety 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. 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 one to 48 weeks and are taught in Spanish (one iteration of the Noncommissioned Officer (NCO) Professional Development Course is presented in English for U.S. 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 Army's Peacekeeping and Stability Operations Institute, and the Department of Justice. 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.

Accreditation

WHINSEC's courses are accredited by 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. ACE has determined that every course offered at the Institute is eligible for credit at the vocational, baccalaureate, or graduate level. The Intermediate Level Education Course (ILE), formerly named the Command and Staff Course, is valued at 11 baccalaureate semester-hour credits and 17 hours for graduate-level credit. Universities generally allow 12-15 graduate credits in related fields of study. This enables ILE students to obtain a Master's Degree within the year at the Institute by using these credits with those earned at the college or university. Nine students and one instructor earned their Master's Degrees in 2011.

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. One of two U.S. Air Force faculty positions is filled; faculty slots for the U.S. Navy and the U.S. Marine Corps are vacant. The State Department faculty position was filled by Mr. Robert Ward in July 2011, after having been vacant for a year. 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 supported by U.S. funds, which pay for round-trip tickets for the instructor and family; housing allowance; meals allowance; and \$22 per diem. 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. Seventy-three instructors from seventeen nations of the Western Hemisphere served during 2011, with a total of 46 present at the end of the year.

WHINSEC's Assistant Commandant is a partner-nation instructor from Mexico, Colonel Salvador Ibarra Carmona. Brazil provides WHINSEC's Partner Nation Command Sergeant Major, CSM Marcos Andre Silveira, who, in addition to his administrative duties, teaches human rights classes.

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 courses offered at WHINSEC. These include the following:

- 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 continue to 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 profession-of-arms 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 Intermediate Level Education Course (ILE), Captains Career Course (CCC), and the Joint Operations Course (JOC).

- The Intermediate Level Education Course (ILE), formerly known as the Command and Staff 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 ILE 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. WHINSEC graduates receive credit for ILE completion and joint professional military education level one (JPME-1) just as their counterparts at the Fort Leavenworth course. In February, the ILE 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, Commander, Joint Command 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 most recent 49-week ILE Course include 36 U.S. Army, Air Force, and Marine Officers and 23 Field Grade Officers (or their law enforcement equivalents) from Canada, Colombia, the Dominican Republic, El Salvador, Honduras, Mexico, Nicaragua, Paraguay, Panama, Peru, and Uruguay. The current course, has 49 students—32 U.S. military and one U.S. civilian; 16 officers from 9 partner nations.

- The Captains Career Course (CCC) is transformed to open it to U.S. Army Captains who speak Spanish and who use the language in their duties. The request for accreditation has been forwarded to TRADOC and the pilot course is scheduled to start in July 2012 with 32 international students and 2 to 6 U.S. Army Captains. The courseware changes make this course consistent with the U.S. Army Maneuver Captains Career course, so it will satisfy the U.S. officers' Military Education Level Six (MEL-6) requirements.
- 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 two courses: an NCO Professional Development Course in English and Spanish versions, and a Small Unit Leader Course. During 2011, 193 students were trained in the NCO Professional Development Course: 177 from Central and South America and 16 from the English-speaking Caribbean. Through Mobile Training Teams (MTT), NCOA instructors taught 79 students from partner nations in their native countries, including Mexico, Colombia, and Paraguay.

- 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.
- The Small Unit Leader Course trained 28 Small Unit leaders from Chile, Colombia, Ecuador, Panama, and Peru.

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) as well as to 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 students in the ILE and CCC courses also travel to Washington, DC, for discussions and briefings with Federal agencies and NGOs active in the region.
- WHINSEC's ILE Course begins with Democracy and Human Rights Week, the most complete manifestation of the Institute's commitment to the principles of democratic government and respect for human rights. Its purpose is to educate ILE 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 Colonel Joao Batista Stevaux, Ministry of Defense, Brazil; Major Eduardo Restrepo Galeano, Ministry of Defense, Colombia; Colonel Luis F. Lizama Aguilar, Ministry of Defense, Guatemala; Mexican Army Colonel Miguel Angel Aguirre Lara (Sub Jefe de la Sección de Derechos Humanos), Secretaría de la Defensa Nacional (MEXICO); Professor Pete Pedrozo, Captain, Judge Advocate General's Corps, Retired, Professor of International Law, U.S. Naval War College; and Professor Steven Schneebaum, Adjunct Law Professor and Human Rights activist, Greenberg Traurig LLC, Washington, DC. 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 serve people and respect their individual rights. Students were briefed by the Mayor and the City Manager along with other officials.

- 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 the 19 nations that participate.
- In October, 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 their nations and dressed in traditional outfits, singing and dancing to their native music. This annual event fulfills part of the WHINSEC mission to foster and build relationships among the diverse cultures represented at the Institute.

WHINSEC Participation in Other Events/Significant Visitors

WHINSEC 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

- Peace Keeping Operations Support to Brazil. WHINSEC provided subject matter experts to support training development for Brazil and other partner nations that are training to perform global peace operation missions. (2-13 May 2011)
- TRADOC Experiment Combined Arms Maneuver/Wide Area Security Simulations Exercise support on Fort Benning. The Commanding General of the Maneuver Center of Excellence (MCoE) requested an international subject-matter expert from WHINSEC to support the White Cell Host-Nation role-players. WHINSEC provided a dedicated professional from the School of Professional Military Education. (August 1-19, 2011)
- Defense Institution Reform Initiative (DIRI) Colombia Training Development Workshops. WHINSEC provided training developers to support the Colombian military efforts at improving their processes for training development and evaluation. Three workshops were held: Systems Approach to Training, February 2011; Training Developer Middle Managers Course, August 2011; and Test Development. (October 23-29, 2011)
- Peace-Keeping Operations Scripting Conference Santiago, Chile. WHINSEC Subject Matter Experts (SME) supported the exercise script development for units preparing to perform global peace operations missions. (November 6-12,2011)

- 3/7 Special Forces SME Working Group. WHINSEC provided international military faculty to participate in cultural discussions and information sharing to assist 7th Group operational detachments prepare training for future missions. (November 28 - December 2, 2011)

Prominent Visitors to WHINSEC

U.S. Ambassador to Brazil Tom Shannon spoke at the 10th Anniversary celebration in January. Attendees included: Ms. Teresa Tomlinson, Columbus mayor; Colonel (Ret) Robert Poydasheff, former Columbus mayor; MG Racine B. Lima Filho, Chief, Brazilian Delegation, Inter-American Defense College; BG Sean MacFarland, Deputy Commanding General, Combined Arms Center.

- MG John Croley, Cdr, MARFORSOUTH, for WHINSEC orientation, February
- Commissioner Christian Hayer, Panama Public Forces, attended the Information Operations seminar in February.
- LTG Caslen, CG, CAC, received an update on WHINSEC activities and addressed students in March.
- Brig Gen Brian Bishop, USAF, Dep Dir, Western Hemisphere J5, came for an orientation in April.
- MG Robert Brown, CG, MCoE, came for a WHINSEC orientation in May.
- Vice Minister of Public Security (Costa Rica) Walter Navarro, received an orientation and visited training in May.
- Maj Gen Juan Ayala, Chief of Staff, USSOUTHCOM, was the ILE graduation speaker in May.
- RADM Cesar Gomez, Colombian Armed Forces, and BG Diego Ruiz Sanchez, Cdr, Colombian Army National Training Center, came for a WHINSEC orientation in July.
- GEN Jorge W. Rosales, Commander, Uruguay Army (and former WHINSEC Asst Cmdt), received a WHINSEC orientation and briefed WHINSEC on Uruguay in August.
- MG Perry Wiggins, Dep CG, U.S. Army North, received WHINSEC orientation in August.
- Dr. Frank Mora, Deputy Assistant Secretary of Defense, Western Hemisphere Affairs, briefed the BoV membership on DoD work with the Institute in September.

- Congressional Staff Delegation: Mr. Chris Sullivan, Military Legislative Asst to Sen Isakson; Ms. Ryan Evans, Veterans Legislative Asst to Sen Isakson; Ms. Krysten Plybon, Legislative Correspondent to Sen Chambliss; and Mr. John Novak, Legislative Correspondent to Sen Chambliss visited in September.
- Hon. Joseph W. Westphal, Undersecretary of the Army, visited MCoE and WHINSEC in October.
- MG Humberto Oviedo, Chief, Chile Military Mission, DC, received a MCoE and WHINSEC orientation, and was a Guest Speaker at the Captains Career Course graduation in October.
- Brig Gen Randy Kee, USAF, Deputy Director, Politico-Military Affairs, Western Hemisphere, Joint Staff, received a WHINSEC orientation and spoke to ILE students in November.
- CSM David Litteral, CSM, NCO Academy, Ft. Sam Houston, Texas, was the graduation speaker for the Medical Assistance Course in December.

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 fiscal year 2011, WHINSEC hosted 1,272 students from 25 nations, including the United States, at its Fort Benning campus. An additional 354 students were trained by MTTs in requesting countries.

Operating Budget

WHINSEC's operating costs are approximately \$13M annually. Army Operation and Maintenance accounts paid \$9.8M for civilian salaries and overhead costs. WHINSEC also received approximately \$2.9M in tuition reimbursement. 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 provide additional reimbursements for Board of Visitor support, MTT supplies, symposium costs, and trips to Washington, D.C., in support of the Field Studies Program.

Facilities

WHINSEC currently occupies temporary facilities dispersed across Fort Benning. 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 are located in Ridgway Hall. WHINSEC's Engagement Skills Trainer (EST) and an additional classroom are in Bldg 1700. The Roy P. Benavidez NCO Academy moved to a permanent facility in the old Fort Benning Station Hospital Complex in October 2010.

- 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 through a network of 35 computer stations.
- 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.

Initiatives – 2011

Permanent Campus: Renovation has begun on the historic Fort Benning Station Hospital complex, which will be the permanent campus of the Institute, providing state-of-the-art classrooms and space for all components of WHINSEC. Institute personnel will begin to move in late in 2012, with all relocation complete by 2014.

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. WHINSEC, in partnership with U.S. Army Cadet Command, has developed a unique and cost-effective language/cultural immersion experience by placing ROTC and West Point Cadets into WHINSEC's resident Cadet Leader Development courses. WHINSEC serves as a learning laboratory to immerse the Cadets in the Spanish language by having them live and work with cadets from partner nations. In 2011, 22 ROTC and 2 West Point Cadets attended the Cadet Leader Development Course with Colombian military Cadets. This is the first year that West Point Cadets participated in this program. Based on the recognized value of the program and

recommendations from the cadets who participated, West Point is expected to increase its participation from 2 to 20 in 2012.

ILE MMAS program and Interagency attendance: The current ILE class is the first at WHINSEC to have the opportunity to earn a Master's Degree in Military Arts and Sciences (MMAS) under the auspices of the ILE at Fort Leavenworth, Kansas. Students in the course will be credentialed as students registered at ILE, Fort Leavenworth. Those completing the MMAS program will receive an MMAS Diploma from ILE at Fort Leavenworth. The North Central Association of Colleges and Schools accredits the degree. This class also marks the first attendance by U.S. civilian personnel. This signifies the beginning of an effort to bring students from other agencies to broaden the educational experience and enhance the interagency cooperation necessary in the many international missions students will be involved in during their careers. WHINSEC ILE is well-suited for mid-level State Department employees, other mid-level interagency professionals, and their partner nation equivalents.

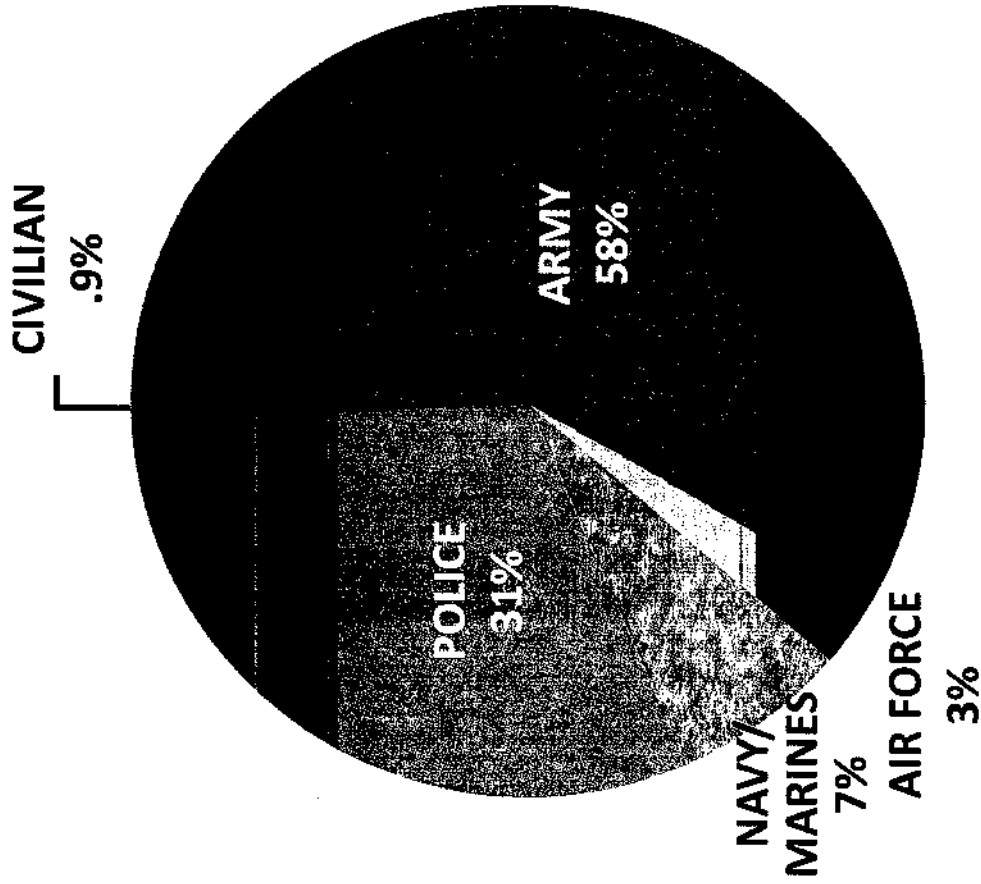
Senior Noncommissioned Officer Course. In coordination with USSOUTHCOM and CAC, the Institute is developing a Senior NCO course, based on the U.S. Army's Sergeants Major Academy. TRADOC is validating the course curriculum with a pilot course scheduled for July 2012. Graduates of this course will have the technical and tactical leadership skills and knowledge required to serve as a Command Sergeant Major or as an operations Sergeant Major at the brigade-level or above across all services.

Partner Nation Instructor Augmentation: Because of a shortage of uniformed U.S. personnel available for assignment to non-deployable organizations, WHINSEC is pursuing additional voluntary Partner Nation Instructors. The Institute's U.S. officer assigned strength is significantly below its authorized figure-currently 33 of 50 (66%) with 21 percent of those assigned being Active Duty Operational Support (ADOS) and Recalled Retiree Officers. Burden-sharing in times of budget constraints will allow the Institute to maintain the high quality of its program.

5 Enclosures:

1. Students by service
2. Students by country
3. WHINSEC Course Summaries
4. Board of Visitors, Fact Sheet
5. Minutes, Board of Visitors, September 2011

Resident Student Breakdown by Service for AY 11



741	■	ARMY
38	●	AIR FORCE
91	■	NAVY/MARINES
391	■	POLICE
11	■	CIVILIAN

Personnel Trained AY 2011: 1,272

Students by Country AY 11



In Residence=1,272

Antigua&Barbuda	2
Belize	1
Brazil	21
Canada	2
Chile	142
Colombia	512
Costa Rica	36
Dom Rep	37
Ecuador	36
El Salvador	58
Grenada	1
Guatemala	10
Guyana	1

Honduras	96
Jamaica	6
Mexico	16
Nicaragua	5
Panamá	54
Paraguay	15
Peru	121
St Kitts	1
St Lucia	4
St Vincent	1
Uruguay	3
USA	91

**By Mobile Training
Teams (11) = 354**

Colombia (3)	117
Costa Rica (1)	40
Mexico (4)	105
Paraguay (2)	56
Uruguay (1)	36



**WHINSEC MTT trains Partner
Nation police in field medicine.**

Student Historical Data

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
818	977	1190	995	686*	1217	1337	1441	1773	1922	1626

* Low due to Article 98 freeze of IMET funds

Personnel Trained at WHINSEC through 2011: > 13,982



Western Hemisphere Institute for Security Cooperation Course List

Note: Mandatory Democracy and Human-Rights Awareness Training: Every student in every course receives training in the definition, concepts, and historical development of human rights and international humanitarian-law precepts and discusses 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: 4 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 has recommended six university credit hours for this course.

CMS-5 Human Rights Instructor

Duration: 3 weeks, 3 days

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 has recommended four university credit hours for this course.

CMS-6 Peace and Stability Operations Staff Officer

Duration: 5 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 has recommended three university credit hours for this course.

CMS-10 Information Operations

Duration: 4 weeks, 4 days

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 has recommended six university credit hours for this course.

DEV-2 Army Instructor

Duration: 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. 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 has recommended 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 has recommended 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-4 Cadet Troop Leader Duration: 4 weeks
Provides training in U.S. Army's combined doctrine, new technology, leadership and field skills to lead small units at platoon level. The 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 has recommended 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 the squad and platoon levels. The course develops leadership skills required by squad leaders or platoon sergeants. The major subject areas include: leadership, training, and warfighting functions. The course incorporates recent lessons learned, battle drills, warrior tasks, and a 50-hour situational training exercise. ACE has recommended eight university credit hours for this course.

OPME-3 Captains Career Course Duration: 23 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 has recommended nine university credit hours for this course.

OPME-4 Intermediate-Level Education Course Duration: 48 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. The course also includes an orientation tour of the United States, during which students visit major military installations, service schools, and Washington, D.C. ACE has recommended eleven undergraduate and seventeen graduate credit hours for this course.

OPME-5 Joint Operations

Duration: 8 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 has recommended 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 has recommended nine university credit hours for this course.

TAC-7 Medical Assistance

Duration: 8 weeks, 1 day

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 has recommended three university credit hours for this course.

TAC-8 Engineer Operations

Duration: 5 weeks

Trains 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, the course enhances the student's ability to conduct basic engineer operations, basic medical skills, basic counterdrug operations, and pathfinder operations. ACE has recommended three university credit hours for this course.

TAC-10 Operational Information Analyst

Duration: 8 weeks, 2 days

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 narcoterrorist-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 has recommended 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 has recommended 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 has recommended two graduate credit hours for this course.

MTT-2 Battalion and 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 members of a battle staff at battalion and brigade level. ACE has recommended two university credit hours for this course.

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

MTT-5 Peace and Stability 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 Instructor Training Duration: 2 weeks, 3 days
Provides students with the theory and practice of concepts, methods, techniques, and technology of performance-oriented training. ACE has recommended two university credit hours for this course.

MTT-7 Medical Casualty Assistance Duration: 1 week, 2 days
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 has recommended one university credit hour for this course.

MTT-8 Counterdrug Operations Duration: 2 weeks
Provides selected military noncommissioned officers and police 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.

MTT-10 Operational 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 Kevin Whitaker.
- Commander, U.S. Southern Command, Gen. Douglas Fraser or his designee.
- Commander, U.S. Northern Command, GEN Charles H. Jacoby or his designee.
- Commanding General, U.S. Army Training and Doctrine Command, Gen. Robert W. Cone
- 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**
- Dr. Louis Goodman, Professor and Dean Emeritus, School of International Studies American University

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 June, 2012, at the Institute.

Minutes for the Board of Visitors (BoV)
Western Hemisphere Institute for Security Cooperation (WHINSEC)
Annual Organizational Meeting, September 26-27, 2011
Double Tree Hotel, Columbus, GA and WHINSEC Campus, Fort Benning, GA

1. The Western Hemisphere Institute for Security Cooperation (WHINSEC) BoV conducted its annual meeting on Monday and Tuesday, 26-27 September, 2011, 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), Colonel Kim Field, called the meeting to order at approximately 4:00 p.m. on the 26th at the Double Tree Hotel and adjourned the meeting at 11:45 a.m. on the 27th at the WHINSEC campus on Ft. Benning. The meeting addressed 14 agenda items including annual elections for the Chair and Vice Chair and the establishment of two new Subcommittees.

2. Members in attendance:

COMMITTEE POSITION	NAME	ATTENDANCE	MEMBER'S REPRESENTATIVE/PROXY
Chair	Dr. Mendelson Forman	Present	
Vice Chair	Dr. Palacios	Present	
Member	Rev. Dr. Brown Campbell	Not Present	
Member	Ambassador Gutierrez	Present	
Member	Ambassador Hrinak	Not present	
Member	Dr. Goodman	Present	
Member	Senator Levin	Not present	
Member	Senator Chambliss	Not present	Mr. Bill Stembridge
Member	Cong Sanchez	Not present	Ms. Annie Yea
Member	Cong Gingrey	Not present	Mr. Zach Hunter
Member	GEN Cone	Not present	BG Sean MacFarland
Member	GEN Jacoby	Present	
Member	GEN Fraser	Present	
Member	Mr. Whitaker	Present	
<i>Non-members</i>			
<i>DASD</i>	<i>Dr. Frank Mora</i>	<i>Present</i>	
<i>DFO</i>	<i>COL Field</i>	<i>Present</i>	
<i>Alternate DFO</i>	<i>Mr. Drach</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.

COL Field opened the meeting on Day 1 by introducing the Chair, Dr. Johanna Mendelson-Forman, who led introductions and welcomed new board members: Gen Charles Jacoby, Commander of USNORTHCOM; Deputy Assistant Secretary Kevin Whitaker, Department of State, and Dr. Louis W. Goodman, Dean Emeritus of the School of International Studies and Professor of International Relations, American University. General Robert W. Cone, Commanding General of the US Army's Training and Doctrine Command (TRADOC) is also

a new board member and was represented by BG Sean MacFarland, Deputy Commanding General, US Army Combined Arms Center, Ft. Leavenworth, KS. Update briefings were provided by GEN Jacoby, Commander of USNORTHCOM; GEN Fraser Commander of USSOUTHCOM; Mr. Whitaker, Acting Deputy Assistant Secretary of State for South America; and Deputy Assistant Secretary of Defense for the Western Hemisphere, Dr. Frank Mora. COL Field closed Day 1 of the meeting at 5:45 p.m., after which the members gathered for a dinner at the hotel with international instructors from WHINSEC.

COL Field opened Day 2 of the meeting with elections for Chair and Vice Chair. Dr. Mendelson-Forman was reelected Chair and Dr. Joseph Palacios was reelected Vice Chair. The Board also voted to approve updates to the By-Laws. CPT Donlin, Ft. Benning Legal Office, conducted Ethics training for the board members, which is an annual requirement for the members. Dr. Palacios then presided over the Public Comments portion of the agenda. Ms. Theresa Al-Amin, Regional Organizer from the Southern Anti-Racism Network made a brief comment and asked, in general, what WHINSEC is doing to stop war. COL Huber, WHINSEC Commandant, responded to her question during his presentation. He highlighted that WHINSEC provides training for police, military and government officials. The training they receive, including a human rights and democracy block of instruction that is imbedded in every course at WHINSEC, helps our international partners to be better prepared to protect their countries from outside threats, cooperate/coordinate better with their neighboring countries and work together better internally to ensure the safety of their citizens. Improving these capabilities in our partners helps to deter war and minimize the need for US involvement/support in the event of conflict. COL Huber also invited Ms. Al-Amin to visit the campus for a tour and to meet students at a date of her choosing.

All agenda items were addressed. COL Huber presented an update on WHINSEC activities since the last board meeting as well as the security cooperation objectives that WHINSEC accomplishes for USNORTHCOM, USSOUTHCOM and its international customers. Dr. Mendelson-Forman led a discussion on WHINSEC curriculum and communicating the unique value of WHINSEC. The board voted to establish subcommittees on Education and Outreach. Board members had ample opportunity to interact with officer and non-commissioned officer students during breakfast and lunch at the Institute. The DFO adjourned the meeting at approximately 11:45 a.m. on the 27th.

4. Recommendations: During the meeting, the Board members made recommendations to add relevant topics to WHINSEC's curriculum and to broaden their interagency and international partners:

- Ms. Yea, representative for Congresswoman Sanchez, recommended that WHINSEC consider incorporating instruction on human trafficking into the curriculum based on its prevalence along the Mexican-US border. COL Huber noted that the Operational Information Analyst course addresses multiple types of illicit trafficking. It is also covered in all courses when he speaks of the mutual threats hemispheric countries deal with, not just narco-trafficking. COL Huber will look into expanding the topic in a limited form in the Human Rights and Ethics training component of every course. He said that this is certainly an area that the newly arrived State Department Representative can develop further for WHINSEC.

- Dr. Palacios recommended that WHINSEC solicit anecdotes/stories from international alumni in senior governmental/defense positions in order to demonstrate the value of WHINSEC training to our international partners throughout the Department of Defense. COL Huber proposed establishing an alumni program to track the career/progress of graduates. BG MacFarland stated that the CAC will provide resources to support COL Huber's proposal.
- Dr. Mendelson-Forman mentioned a speech by President Obama in August in which he announced an initiative to combat mass atrocities. USAID has been tasked to work on this matter and Mr. Charlie Brown from the OSD Rule of Law office has also been working on this issue for DOD. The final report is not yet completed but she recommended that WHINSEC track its release. CAC is developing a mass atrocity block of instruction that BG MacFarland said would be made available to WHINSEC.
- Gen Fraser inquired about the participation of police officers from the international partners. COL Huber stated that their participation is steady and they are most often found in the civil-military, counter-drug, information operations and captain's career courses. When assessing WHINSEC's goals, Gen Fraser recommended that they don't allow their goals to become too broad and they should focus efforts to get US interagency speakers on a more permanent basis. Mr. Whitaker shared his experiences with civil police in Central and South America and believes that they are under-trained, under-resourced and are given missions that are extremely difficult and complex. The military is often called in to complete the police tasks but they perform poorly due to lack of law enforcement training. He recommended that WHINSEC teach the police and the military how to work together in a cooperating role and to better work with NGOs and other civil actors within their areas of responsibility. Ambassador Gutierrez pointed out that the role of the police is different depending on what part of the hemisphere you are talking about. He recommended getting the State Department document that explains the differences in police roles around the hemisphere. The Executive Secretary of the Board will obtain this document. Col Huber will work with his State Department representative and BG MacFarland in order to get interagency instructors and students to WHINSEC.
- GEN Jacoby recommended that WHINSEC continue to work to build capacity amongst its instructor ranks including interagency support and reaching out to Canada. Mr. Whitaker specifically included pursuing instructors from DEA, DHS (International Affairs), the Organization of American States (OAS) and the Union of South American Nations (UNASUR).
- BG MacFarland proposed establishing some Measures of Effectiveness (MOE) in WHINSEC's support to USSOUTHCOM and USNORTHCOM in order to reinforce its value to the Army. Dr. Goodman suggested that WHINSEC's MOEs are their course learning objectives and that is how we could capture WHINSEC's value to USSOUTHCOM and USNORTHCOM as well as the Army. Dr. Goodman proposed a subcommittee on Education to take a look at how we can capture the student's ability to demonstrate their achievement of the learning objectives. Dr. Goodman later agreed to lead the subcommittee after it was approved by the Board during the meeting. BG MacFarland agreed to add an academic advisor to this subcommittee from the CAC staff.

- Dr. Mendelson-Forman led a discussion on capturing the value of WHINSEC and getting this important message out to key US offices, international partners, and to the public. The Board expressed interest in establishing a subcommittee on Outreach and voted to do so. Dr. Mendelson-Forman and Dr. Palacios agreed to serve on this subcommittee. Ms. Yea and Mr. Hunter agreed to approach their principals, Rep Sanchez and Rep Gingrey, about their participation on this committee or their designated representative. Mr. Hunter requested a list of prominently positioned graduates from WHINSEC. Col Huber and BG MacFarland indicated that they would be able to put together the list.
- During the meeting, Dr. Palacios asked COL Ibarra (Mexico), Deputy Commandant, WHINSEC, how the Mexican Armed Forces are responding and engaging civil organizations who are demanding, often in protests, action against organized crime, narco-trafficking etc. He responded that the Mexican Armed Forces generally enjoy popular support from the people and it is their priority to support the public. The situation is complicated and has spread throughout the region. The solution requires continual and effective coordination between all Mexican government agencies as well as with their bordering countries. This is one of the reasons why he accepted the position as Deputy Commandant of WHINSEC.

5. Overall impressions: This was the first multiple day meeting for the board and the first meeting since changing to only one per year. Opinions appeared to favor this meeting model which provides more time for the board members to weigh in on important issues WHINSEC is facing and to draw upon their experiences to provide recommendations to the Commandant to further improve the successful curriculum already in place. The Board also established two subcommittees, for the first time, in order to support WHINSEC in the critical areas of curriculum and outreach. The next meeting will be in late spring, 2012. The Executive Secretary will poll board members in October to establish the dates.

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
 Board of Visitors, WHINSEC

Date: 25 Oct 2011



Kimberly Field
 Colonel, US Army
 Designated Federal Official

Date: 18 Oct 2011



**Western Hemisphere Institute for Security Cooperation (WHINSEC)
Board of Visitors (BoV) Meeting Itinerary
September 26-27, 2011**

Monday, September 26

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.
You may also plan your itinerary for an arrival straight into the Columbus Airport, as the Double Tree Hotel is a 5 minute drive from the Airport.

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

1500-1600 Hotel Check-in (Double Tree Hotel, 5351 Sidney Simons Blvd.
Columbus - GA – 31900)

1600-2000 Update Briefings and Board Dinner @ Double Tree Hotel

Dress: Civilian/Military – Business Casual

1600-1605 Designated Federal Official opens meeting COL Field

1605-1615 Introduction and welcome of new Members by the Chair, self-introduction by other attendees, and opening remarks by Chair Dr. Mendelson-Forman

1615-1645 OSD (Policy) Update DASD Mora

1645-1715 State Department Western Hemisphere Update DAS Whitaker

1715-1730 USNORTHCOM Update Gen Jacoby

1730-1745 USSOUTHCOM Update Gen Fraser

1800-2000 Buffet Dinner (Principals only) COL Huber
Dress: Business casual/Open collar
Location: Double Tree Hotel, Azalea Room

Tuesday, September 27

Dress: Civilian – Business Suit
Military – ACU

0630-0700 Depart for WHINSEC Campus WHINSEC Staff

0700-0750	Breakfast at Modular 2C with Students	COL Huber
0750-0800	Group Photo, in Front of Bldg 37	WHINSEC Staff
0800-0805	Designated Federal Official opens meeting, 2D	COL Field
0805-0810	Remarks by Chair	Dr. Mendelson-Forman
	Chair and V-Chair elections	
	Vote on update to the By Laws	
0810-0830	Ethics Briefing (Annual Requirement)	CPT Donlin
0830-0845	Public Comments	Dr. Palacios
0845-0945	WHINSEC Commandant Briefing -Strategic Communications Proposal -WHINSEC Budget and Manning	COL Huber
0945-1000	Break (WHINSEC Modular 2C)	
1000-1130	Discussion Topics	Dr. Mendelson-Forman
	<ul style="list-style-type: none"> • BoV Outreach program • Attracting increased participation from Bolivia, Canada, Haiti, Mexico and others • Differentiation between military training and law enforcement training • Discussion-Enhancing the Board's coverage by engaging with DEA, DHS, DOJ and other agencies. • Discussion - Establishing Sub-Committees 	
1130-1145	Wrap-up session:	Dr. Mendelson-Forman
	<ul style="list-style-type: none"> • Review issues to be carried forward • Other matters Chair deems appropriate 	
1145	Adjournment	COL Field
1200-1300	Hosted Lunch at Benning Conference Center Regimental Room- Lunch w/ILE students	COL Huber