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cited in Cameranesi v. Dept. of Defense, No. 2014-16432 archived on September 26, 2016

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Board of Visitors
Western Hemisphere Institute
for Security Cooperation

MEMORANDUM THRU SECRETARY OF THE ARMY

FOR SECRETARY OF DEFENSE

SUBJECT: Minutes of Session, 3-4 June 2002 of the Board of Visitors for the Western Hemisphere Institute for Security Cooperation

1. General. The Board of Visitors (BoV) for the Western Hemisphere Institute for Security Cooperation (WHINSEC), a federal advisory committee established under Public Law 106-398 (The Floyd D. Spence National Defense Act for Fiscal Year 2001) and Public Law 92-462 (The Federal Advisory Committee Act) and chartered on 1 February 2002, convened in Room 219, Building 35 (Ridgeway Hall), WHINSEC, Fort Benning, Georgia at 0905 hours on 3 June 2002 and concluded session at 1230 hours on 4 June 2002. All sessions were open to the public. At Enclosure 1 is a listing of Board members, representatives, consultants and other attendees and briefing personnel. At Enclosure 2 is a copy of the BoV's itinerary (agenda). At Enclosure 3 is a copy of each of the presentations made to the BoV. At Enclosure 4 is a copy of the BoV Charter.

3. Purpose. This was the inaugural session for this advisory committee in compliance with PL 106-398 (Title 10 United States Code 2166). The WHINSEC BoV met to organize itself and to gather information on the Institute's organization, curriculum, operations, resources and activities since its activation on January 17, 2001.

4. Summary. This was the BoV's first session after the filing of its charter on 1 February 2002 and therefore the members focused on gathering information on WHINSEC and organizing themselves. While their collective initial observation is that this institute has an important role and appears to be meeting the requirements of the authorizing legislation, the members decided to schedule their annual meeting for December 12-13, 2002 and to continue their review of WHINSEC in the interim before reporting their final observations and making any recommendations to the Secretary of the Army, the executive agent, and the Secretary of Defense.

5. Details of Session.

a. The session permitted the BoV members, advisors, the executive secretariat and WHINSEC faculty and staff to get to know one another and enabled the BoV to learn about WHINSEC and its operations. The BoV received detailed briefings on the Institute's activities since its activation on 17 January 2001; met with WHINSEC faculty,

SUBJECT: Report of Session, 3-4 June 2002 of the Board of Visitors for the Western Hemisphere Institute for Security Cooperation

staff and students in discussions covering a myriad of topics; met with local post and civilian governmental officials and toured the Institute's facilities. Members of the BoV had a very positive initial impression of the Institute.

b. Ten members of the U.S. general public (including four journalists) attended various portions of this meeting. One member addressed the BoV noting his opposition to the institute and U.S foreign policy in the Hemisphere but stating that the BoV appeared focused on providing independent oversight as called for by the law.

6. Results of Session.

a. The BoV decided that this session would be of organization and information gathering. It will convene for its annual meeting on December 12-13, 2002. While the BoV members observed that the Institute was meeting the requirements of the legislation, they wanted to look more deeply and broadly into the Institute's activities before providing their formal observations and recommendations to the Secretary of Defense.

b. The members elected as Chairman, Ambassador (ret) Dennis Jett and as Vice Chairman, Mr. Steven Schneebaum and approved a curriculum sub-committee with Dr. Lincoln and Dr Avant as co-chair and Ambassador Sorzano volunteering to serve and MG Speer and Deputy Assistant Secretary Fisk stating that they would send representation for their respective agencies. This sub-committee will meet and report its observations and recommendations to the other board members prior to the annual session. The Board also approved a liaison with the WHINSEC Human Rights Committee. Vice Chairman Schneebaum will serve as the HR Liaison and attend Human Rights committee sessions and report his observations to the BoV members.

d. The Board decided to:

(1) modify its draft By-Laws and vote them final at the annual session. The Board's executive secretariat will assist the Board.

(2) look into legislative wording to assist the Institute with its guest instructor program.

(3) conduct an interim visit by the BoV Curriculum Sub-committee before the annual session.

e. The DFO will file all information with the appropriate agencies and make the information available to the public as required by Army and DOD policy

John C. Speedy, III
DAMO-SS, Army G3
Designated Federal Official and Executive
Secretary to the BoV WHINSEC

Dennis Jett
Chairman, BoV WHINSEC

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**Board of Visitors
Western Hemisphere Institute for Security Cooperation
Annual Report and Recommendations
1-2 December 2004**

1. The Board of Visitors (BoV) of the Western Hemisphere Institute for Security Cooperation (WHINSEC) convened for its annual meeting at 0900 on 1 December 2004, at WHINSEC, Building 35, Fort Benning, Georgia. In the absence of BG Kevin Ryan, Designated Federal Officer (DFO) and Executive Secretary to the Board, the meeting was called to order by the Acting DFO LTC (P) Linda Gould.
2. In accordance with the provisions of Public Law 92-463, the Federal Advisory Committees Act, the meeting was open to the public. Sessions were held on Wednesday 1 December 2004 from 0900 to approximately 1615, and on Thursday 2 December 2004 from 0900 to 1130. The agenda of the meeting is set out at Annex A.
3. The Members of the Board and their Advisors are listed in Annex B. The following Members and Advisors were present:

Members:

Steven M. Schneebaum, Esq., Chair
Charles A. Risher, Ph.D., Vice-Chair
Mr. Clyde Taylor, representing Sen. Saxby Chambliss
Evelyn Farkas, Ph.D., representing Sen. Carl Levin
Mr. Jim Irwin, representing Rep. Phil Gingrey
Ms. Ann Norris, representing Rep. Loretta Sanchez
Mr. Daniel W. Fisk, Deputy Assistant Secretary of State
LTG Anthony Jones, representing GEN Kevin Byrnes
BG Benjamin Aponte, representing GEN Bantz Craddock
Jennie Lincoln, Ph.D. (Thursday only)
Ambassador (Ret.) Jose Sorzano

Advisors:

Louis Gatto, Ph.D.
Mr. Eugene Shaw
LTG (Ret.) Gordon Sumner

Member Deborah Avant, Ph.D., and Advisors MAJ Kent Svendsen and Virginia Haufler, Ph.D. were unavoidably absent and sent regrets. There is one vacancy on the Board.

Acting as Executive Secretariat to the Board, were COL Charles Hooper, LTC (P) Linda Gould, and Ms. Shannon Russ.

The following specially invited guests attended: Mr. Roger Pardo-Maurer, Deputy Assistant Secretary of Defense for International Security Affairs, Office of the Secretary of Defense.

The following senior staff and faculty of WHINSEC attended the meeting: COL Gilberto Pérez, Commandant; LTC Jose Pizarro, Chief of Staff; Donald Harrington, Ph.D., Academic Dean and Contractor/Advisor to the Institute.

3. LTC (P) Gould officially convened the session, noting that this was the annual meeting of the Board described in 10 U.S.C. § 2166(e)(3), a public meeting under the Federal Advisory Committees Act. (A copy of the Federal Register announcement of the meeting is attached as Annex C.) By statute, the BoV is tasked with preparing and presenting to the Secretary of Defense, within 60 days of the annual meeting, “a written report of its activities and of its views and recommendations pertaining to the Institute.” See 10 U.S.C. § 2166(e)(5).

4. LTC (P) Gould then handed over presiding authority to the Board Chairman, Mr. Schneebaum, who asked all Members, Advisors, special guests, and others to introduce themselves. Mr. Schneebaum welcomed everyone present, especially those Members and Advisors attending their first meeting of the Board, BG Aponte and Dr. Gatto. He also thanked and commended the WHINSEC staff for its skill in organizing transportation and accommodation for the Board.

5. Mr. Schneebaum reiterated LTC (P) Gould’s reminder regarding the need to prepare a report at the end of the meeting. He read the relevant statutory language to the Board. He also made a number of housekeeping announcements.

6. Mr. Schneebaum reported that he had attended the ceremony in honor of the BoV’s long-serving DFO, Dr. Jack Speedy, at the Pentagon on September 10, 2004, and conveyed to Dr. Speedy on behalf of the entire Board warmest congratulations and best wishes for his retirement. The Chairman also noted that the former WHINSEC Liaison Officer (LNO), Mr. Ken LaPlante, had departed to assume a position at the Center for Hemispheric Defense Studies. He commended LTC (P) Gould and her staff for taking on the added responsibilities of having to replace two such valued and knowledgeable individuals.

7. a. The first order of business was a discussion of the venue for the spring meeting of the Board. The Chairman noted that the annual (*i.e.*, the fall/winter) meeting of the Board will be at WHINSEC, and proposed that the spring (organizational) meeting, which will be the next meeting of the BoV, possibly in May 2005, be in Washington, D.C. Specifically, he recommended that the meeting itself be held in a committee room of one of the Houses of Congress, hosted by the relevant Board Members, and that the Members from the other House host a social event, or a dinner.

b. While there was general and even enthusiastic agreement about having the spring meeting in Washington, a number of Board Members, as well as the Commandant, made

the point that this change should not deter Members from making their own visits to Fort Benning during the year. The statute permits, and COL Pérez encourages, Members to visit the Institute to meet students and faculty, to attend classes and programs, and to do whatever fact-finding they wish to undertake. Only if Members actually spend time at Fort Benning, it was generally agreed, will they be in a position to give the Secretary of Defense the quality of advice and counsel that the statute requires of the Board.

c. One Member of the Board proposed that selected students from the Institute attend the spring meeting, and the Commandant suggested that he would look into whether funding was available for that purpose, and whether such a trip could be accommodated into students' schedules. There was discussion of whether a Washington meeting might provide a broader opportunity for the American public – including opponents of the Institute – to observe the BoV, and through it to learn about WHINSEC. This was generally thought to be a good thing, although one of the Board's Advisors expressed concern that the meeting not be turned into a propaganda event. It was specifically noted that Congressional opponents might wish to attend the meeting, and there was no reason to discourage this so long as the Board's agenda can be accomplished.

d. The Commandant observed that not having to carry the logistical burden of organizing the spring meeting would be a great benefit to his staff. At the end of the discussion, LTC (P) Gould stated her conviction that it would be possible to arrange the spring meeting in Washington, with the help of, among others, the Congressional Members of the Board, and that it would present public relations opportunities that should not be missed. It will be a challenge to do something like this, but the rewards will be great. HQDA G-35-R committed to work with concerned parties to select a suitable date, which will be communicated to Members later.

8. The Chairman then called upon the Commandant to present his briefing, assisted by staff as appropriate. Before doing so, he reminded the Board that it should pay attention in particular to progress on the recommendations made at the last BoV meeting, held on 15-16 July 2004. There were four ongoing issues of significant concern: developing mechanisms for tracking the success of the Institute and the careers of its former students ("metrics"); the impact of the American Servicemember Protection Act (ASPA), in particular with respect to Article 98 agreements, on operations at the Institute; the progress of transition from the Command and General Staff Course (CGSC) curriculum to Intermediate Level Education (ILE); and the perennial question of translation of lesson plans into English. Members were encouraged to raise any questions on those subjects or any others during the briefing.

9. The Commandant of WHINSEC, COL Gilberto Pérez, then briefed the Board on developments at the Institute. A copy of his prepared outline is attached at Annex D. The highlights were the following:

a. COL Pérez began with a short summary of the mission of WHINSEC and of his goals as its leader. He stressed the obligation to provide quality education in professional military and related areas, in a manner consistent with Department of Defense and U.S.

Army policy, in support of the Combatant Commands for the Western Hemisphere, U.S. Southern Command (SOUTHCOM) and U.S. Northern Command (NORTHCOM). WHINSEC seeks to place the right student in the right course, and to teach them the right skills and values.

b. Determining whether WHINSEC, or for that matter any educational institution, is succeeding is a complicated matter. Inherent problems in such an exercise are exacerbated here, since there are no funds, nor is there legal authority, to follow the subsequent military careers of former students on an organized basis. Nonetheless, WHINSEC has undertaken a process of Level III (external) evaluation, with one analyst already in place and another to be deployed. SOUTHCOM has a survey tool that WHINSEC is using, and there are many informal, albeit reliable, contacts through U.S. Military Group (MILGROUP) commanders and their in-country counterparts. The Commandant himself reported that he has used his own trips to Latin America as opportunities to inquire about the success and impact of former WHINSEC students.

c. WHINSEC students themselves are extensively surveyed while they are on-site, and many former students have voluntarily kept in touch to provide feedback. There is, therefore, substantive information regarding how students perceive the success or failure of the course offerings. But an institutionalized, scientific, long-term “metric” is likely to be elusive, for reasons both practical and legal.

d. The Commandant reported one incident of particular pride. Three of the four Paraguayan students who attended the counter-narcotics course in August 2004 were involved, just three months after returning to Paraguay, in the largest drug raid in the history of their country. The raid was conducted in full compliance with international standards, and by all accounts the three WHINSEC alumni (all on the Commandant’s List at the Institute) comported themselves with professionalism and honor. Board Members noted that “success stories” like this are rarely covered in the media in the United States, and repeated their often-expressed wish that there were a way of informing the public about the good works individual WHINSEC graduates were doing after returning to their countries.

e. With respect to the ILE transition, COL Pérez (assisted by LTC Ress Wilson) provided a time-line showing tasks completed and those pending. The project remains an enormously ambitious one for the entire Army, and is made even more daunting and more costly at WHINSEC, because of the need to translate teaching materials into Spanish. The Commandant reviewed the costs involved through FY 08, and the plans to have a pilot ILE syllabus in place for the academic year June 06 – June 07.

f. The Commandant (and Dean Harrington) reported continuing efforts to engage the Non-Governmental Organization (NGO) community with WHINSEC. Through contacts made with the Carr Center at Harvard by Dr. Avant, invitations were extended to NGOs to visit the Institute in September and October 2004. Neither was accepted. Another effort will be made in January. In addition, NGOs have been invited to nominate candidates for the Bolivar Award, and a few of these have resulted in the submission of

names. Fourteen total nominations were provided, with responses from three U.S. Embassies, and three NGOs. An NGO media conference is scheduled for 10 March 2005.

g. With respect to ASPA, the Commandant reported a loss of 99 students in FY 04, from seven Latin American countries (Bolivia, Costa Rica, Ecuador, Paraguay, Peru, Uruguay, and Venezuela). More than these number of spots, however, have been reprogrammed to accommodate cadets from Honduras and El Salvador. As a result, the total number of students scheduled to take courses at WHINSEC in the coming year will be greater than had been projected, with a 10% increase over the prior year (charts provided by Eric Falls, Department of State, list student body composition by rank for 2003 and 2004: *see* Appendix E). The assignment of cadets from Central America represents a commitment by the Department of Defense to use International Military Education and Training (IMET) funds within the Latin American theater, as the Board had recommended in July, rather than give up funds to other regions. The negative impact, while not reflected in gross student numbers, is the loss of representatives from all the nations of the region as well as a focus on cadet-level engagement versus mid-level officers.

h. On the subject of the translation of lesson plans, the Commandant was able to inform the Board that 97.5% of the pages requiring translation have now been translated. This total excludes those that will become obsolete with the ILE transition, which the Board had urged in July need not be translated since they will very soon no longer be used.

i. With respect to curriculum and academic developments, COL Pérez described for the Board the efforts to engage students in learning about the U.S. electoral process in November, which apparently encountered great success. These included a pre-brief, observation of polling places, and a follow-up discussion.

j. Dean Harrington presented a report on the American Council on Education (ACE) evaluation of WHINSEC in October 2004. The result was that the courses were accredited for 131 credits (an increase from 93): 17 graduate credits for CGSC (0 before), 60 upper division credits (49 before), 33 lower division credits (an increase from 28), and six vocational certificate credits (none before). This result far exceeded expectations, and is a tribute to the hard work of Dean Harrington and the faculty. The Board expressed its sincere congratulations for this outcome.

k. The Commandant (with Assistant Dean Joe Leuer) reported on the Open House hosted by the Institute during the weekend of protests at Fort Benning in November. Three groups – 25 organizations, mostly composed of students and clergy, a total of 432 people – were welcomed to WHINSEC's Pratt Hall for a presentation by a panel including a representative of the Department of State, as well as WHINSEC faculty and administration. The Commandant, the Dean, LTC (P) Gould, and Mr. Schneebaum also attended the Open House and participated in the panel. COL Pérez reported that there was a frank exchange of views, and that nothing untoward happened during the sessions.

An enormous effort was invested by WHINSEC staff to transport protesters to the Institute, to monitor their presence, and to ensure generally that their experience was constructive. It was reported that there were a few unfortunate incidents in which protesters were subject to excessive scrutiny, including searches of personal belongings and questioning by officials that were perceived as intimidating, or were separated from their groups for no apparent reason. COL Pérez undertook to investigate those allegations and to ensure that no such incidents are repeated next year. The Board expressed its special gratitude to Mr. Fisk for arranging for the attendance of a State Department colleague, Mr. Paul Trevelli who, by all accounts, was an invaluable participant, presenting a cogent explanation of U.S. foreign policy in Latin America. The Board's view was that the Open House was a good idea in principle and a success in execution, and Members generally agreed with the Commandant's recommendation that Congressional Members consider participating next year.

l. COL Pérez also briefed the Board on the increasing engagement of the Institute with U.S. Army South (USARSO), his visit to Colombia in November 2004, and, assisted by Mr. David Mize, the Director of Resource Management for WHINSEC, FY 05 finances, which included unfinanced requirements at the level of \$4.76 million. Most of this (\$3.9 million) reflects costs connected with the ILE conversion. Several Board Members and Advisors expressed their approval of the fiscal administration of the Institute, operating efficiently with a relatively low budget in terms of per capita expenditure on students. COL Pérez informed the Board that during his trip to Colombia he was able to speak with former graduates and their supervisors to gain an appreciation of the impact of the curriculum and to evaluate any perceived shortfalls.

m. COL Pérez completed his briefing with a charge to the Board to become more involved in the institute through recommendations for improvements, and through providing information to constituencies that often have an inaccurate view of the institution and its mission.

10. After the Commandant's briefing, the Board adjourned for lunch, at which Members and Advisors were seated at tables with WHINSEC students and faculty (with interpreters as needed), providing an opportunity for informal discussion of the experiences that Latin American military officers and their families have had during their assignment to study at WHINSEC.

11. At the opening of the afternoon session, the Chairman asked the representative of the Commander of SOUTHCOM, BG Aponte, as the major "client" agency of WHINSEC, whether SOUTHCOM was satisfied with the job the Institute was doing. BG Aponte delivered a briefing of which the prepared outline is at Annex F. His conclusions were that WHINSEC is providing valuable support to SOUTHCOM's mission in the hemisphere. He discussed SOUTHCOM's ongoing needs assessment, in which WHINSEC is an instrumental part. SOUTHCOM continues to seek and to receive evaluations from the various U.S. MILGROUPs in the region, and to develop mechanisms for surveying former students as well as their commanding officers.

12. The Board noted with considerable disappointment that NORTHCOM was unable to send a representative to the meeting. Although NORTHCOM is not given a representative on the BoV by statute, the Board has been careful, since the institution of the new Command, to include NORTHCOM in all of its discussions, and to ensure that any special needs of NORTHCOM (including language needs) can be accommodated by the Institute. It is hoped that an officer of suitable rank will be available to attend BoV discussions in the future.

13. While there was no separate, prepared briefing by LTG Jones on behalf of the U.S. Army Training and Doctrine Command (TRADOC), LTG Jones participated actively in the discussions of the ILE transformation, describing the overall Army vision of the new educational syllabus for mid-level officers. He expressed TRADOC's strong support for the Institute in general, and in particular for its efficiency in presenting approved training and doctrine translated into Spanish for Western Hemisphere students, as well as English materials for students from Caribbean nations.

14. The remainder of the afternoon session was dedicated to an effort to identify and discuss the issues that would form the recommendations to the Secretary of Defense, in accordance with the Board's governing statute. The outcomes of those discussions are presented below. There was a very short briefing on WHINSEC's physical plant, presented by CPT Rivero and CPT Mitschke, mainly to update the Board on barracks renovation and use of a reinforced tent to house the students during the construction period. An in-depth discussion of physical plant issues was deferred to the spring meeting. In addition, COL Pérez introduced to the Board the new Department of State representative to WHINSEC, Mr. Michael Oreste, who has replaced Mr. Tony Interlandi.

15. As provided in the Federal Register announcement of the meeting, and in conformity with the Federal Advisory Committees Act, the agenda called for a period of time in which members of the public were invited to address the Board. No one registered in advance to make such a presentation. At the appointed time, the Chairman asked whether there were public participants who wished to speak, and recognized Dr. Tidwell a physician and resident of Columbus, Georgia. Dr. Tidwell and his wife were two of the organizers of the God Bless Fort Benning rally, which took place at the same time as the protests in November. Dr. Tidwell commended the Board and the Institute for their work in support of a humanitarian and democratic foreign policy in Latin America. The Board then adjourned for the day.

16. The Chairman called the Board back to order at 0900 on Thursday 2 December. On behalf of the entire Board, and all friends of the Institute, Mr. Schneebaum congratulated the Acting DFO, LTC (P) Linda Gould, on her promotion to the rank of Colonel, which was officially confirmed that morning.

17. The remainder of the session was then dedicated to discussing those issues that Members felt were contentious, or that they felt should be the subjects of recommendations to the Secretary of Defense. The outcome of those conversations was as follows:

a. Metrics. It was agreed that it is important for a number of reasons to be able to measure the Institute's performance. The Secretary of Defense and the American people, have a right to know whether the Government's investment in WHINSEC is being spent wisely. There was considerable discussion about just what it is that should be measured. At least four potentially quantifiable matters were listed: (a) the success of the Institute as an educational institution, *i.e.*, are the courses and instructors effective, and are the students learning? (b) the extent to which the Institute is serving the objectives of the United States in the theater, *i.e.*, is the Institute a useful vehicle to reach U.S. foreign policy objectives? (c) whether students at the Institute go on to have successful careers, *i.e.*, have they internalized the standards of military professionalism taught at WHINSEC? and (d) whether former students at WHINSEC have properly learned the human rights lessons taught to them, *i.e.*, are they involved in violations of human rights or international humanitarian law?

While surveys and feedback mechanisms can be used before students return home, it was generally agreed that for a variety of reasons there can never be an efficient, formal means of monitoring either students' reactions to their WHINSEC experiences, or the progress of their subsequent careers. Moreover, there are unique sensitivities connected with WHINSEC: those who, for whatever reason, mistrust the Institute already would hardly tolerate efforts to monitor the lives of foreign citizens long after they received training at Fort Benning.

Other educational institutions, including other Army institutions, have had to deal with this same problem. LTG Jones described for the Board the methods used at Fort Leavenworth. He stressed that there is a difference between two measurable facts: whether graduates are implicated in human rights violations, and whether they have progressed in their professions following their WHINSEC educations. He recommended utilization of military-to-military tracking to help determine whether training of military leaders has been successful. He noted that many graduates might progress not only in their military careers, but also in the civilian leadership of their countries.

b. "Success stories." Members noted with some frustration that opponents of the Institute have deftly managed to assign guilt to WHINSEC (or its predecessor, the School of the Americas) for every human rights violation committed by a person who once walked through the Institution's front door, even if it was to study helicopter repair. This has deflected the focus of the public discussion of the Institute to what Members agreed was irrelevant. The real issue is whether WHINSEC is carrying out the mission that the law assigns to it.

Nevertheless, Members discussed at some length whether there was any data base of "success stories," to counter to some degree the "rogues gallery" public relations assault from the Institute's opponents. An Advisor reminded the Board that it was dangerous to move in the direction of "taking credit" for graduates' successes, since that is inconsistent with insisting on institutional innocence with respect to the failures. It was generally agreed, however, that it would be useful to have more accurate and more regular

reporting, even if only on an anecdotal basis, of the activities of former WHINSEC students.

c. ILE transition. The consensus of the Board was that the previous day's session had exhausted the subject.

d. NGO participation. The Board noted that it has continually revisited the question of how to interest NGOs in participation with WHINSEC, and virtually all efforts made by the faculty and administration have failed. A number of Members indicated that they perceived an irony here: human rights organizations appear unwilling even to visit the educational institution that they seek to close down so they can see it for themselves, choosing to rely for their information on sources that have a heavy political agenda. Other board members believe that the problems WHINSEC has had engaging the human rights community has more to do with the legacy of the School of the Americas and cultural differences between the NGO community and the military, and thus was bound to take time. Nevertheless, and regardless of the reasons for this, it was the consensus of the Board that the Institute should continue to make whatever efforts it can make to reach out to the NGO community (productive efforts to engage some NGOs through the Carr Center at Harvard are now underway), and to solicit NGO participation in Human Rights and Democracy Week, nominations for the Bolivar Award, and the like, and to take advantage of contacts and opportunities presented to it, but that it should not embark on a major campaign or to spend substantial resources unless current circumstances change.

Board Members acknowledged that they themselves might be a useful resource for the Institute in this capacity, since many have personal and professional connections with NGOs.

e. Protests and the Open House. The Board commended the Commandant and his staff, as well as the outside participants, for their proactive and successful strategy for responding to the protests in November.

f. ASPA and Article 98 agreements. Board Members recognized quickly that they are not all in agreement on the advisability of ASPA sanctions; at the same time, they agreed that the statute is the law, and that everyone must live within it. The fact is that, as the BoV had recommended, IMET funding for Latin America has remained within the region. Seven countries that had planned to send students to WHINSEC were unable to do so. Nevertheless, WHINSEC was able to boost overall attendance, in part through an increase in attendance of cadets, rather than mid-level or non-commissioned officers, who have been WHINSEC's traditional constituency. There was considerable discussion about the impact of ASPA sanctions on the composition of the student body.

The Commandant reiterated his commitment to have the right student in the right course. His concern was not whether students were cadets, but rather whether he and his staff had the maximum flexibility and capacity to educate appropriate students, in light of the Institute's human and financial resources.

g. Translations. As the process of translating lesson plans has now been virtually completed, there was no further discussion of this issue.

18. Recommendations. After these discussions, the Board of Visitors adopted the following recommendations, to be transmitted to the Secretary of Defense:

a. Metrics. The Board reluctantly acknowledges that WHINSEC cannot and, in the current state of affairs, should not attempt to track the careers of individual former students. It should continue, and indeed it should improve, the mechanisms currently in place for after-action reports and follow-up from students, using the best available techniques for gathering class feedback. The Board recommends that thought be given by the WHINSEC staff to increasing and improving its devices to obtain this kind of information. Beyond what WHINSEC can do on-site, the Board recommends that the U.S. MILGROUPs in Latin America be used, at least on an informal basis, to acquire information about the successes and failures of former WHINSEC students who have returned to their own countries. There may well be means of collecting reports from Embassies in the theater.

Before the spring meeting, the BoV recommends that efforts be made by the Department of Defense to gather whatever recent information is available regarding WHINSEC graduates, for dissemination to and discussion by the Board. The agenda for that meeting will include development of a more organized and institutionalized means of collecting that information, and making it available to the public, without editorial control.

b. “Success stories.” The Board agreed that it is not its institutional role to disseminate “success stories,” but rather to provide public oversight and to report accurate information. That said, it was the Board’s view that a proper and objective set of “metrics,” as discussed in paragraph (a) above, may obviate the need for a separate mechanism for disseminating “success stories.”

c. ILE transition. The Board has been pleased to see that WHINSEC is being fully incorporated into the process of transition from CGSC to ILE. The Commanding General of TRADOC is to be commended for this support. The BoV recommends that this integration continue, and specifically urges the Secretary to recall the additional onus on WHINSEC, beyond the burden all of its sister institutions must bear, because of the need to translate educational materials into Spanish. If this requires additional funding for WHINSEC, then that funding should be provided. The objective is not only to retain and improve a first-class curriculum, including graduate-level professional educational opportunities for students (as has now been recognized by the American Council on Education), but to ensure that United States military officers who pursue the ILE program at WHINSEC are in no way disadvantaged in comparison with their peers who take the course at Fort Leavenworth or elsewhere.

d. NGO participation. The Board believes that WHINSEC needs to review its means of reaching out to the NGO community. Years of experience demonstrate that some of the organizations that it wants to reach have their own reasons for declining any

opportunity to visit the Institute, to meet with its faculty or students, or to learn about its mission. Further efforts to obtain the substantive participation of those groups is probably not a wise use of federal funding. But other organizations may be more open to engagement, and care should be taken to follow leads that may build bridges. NGOs should continue to be included in mass mailings, such as appeals for nominations for the Bolivar Award. The Institute should continue to invite representatives to participate in programs, for example in Human Rights and Democracy Week, and to act as a resource for further development of the human rights curriculum. But other than that, no additional resources should be invested in efforts to appeal to those NGOs that have made their position clear by repeated refusal to engage. New NGOs should be pursued within the discretion of the Commandant and the Dean. However, the educational mission of the Institute is the most important factor, and, in the opinion of the Board, there is no reason to go to extraordinary lengths to win support from outside organizations. Individual members of the Board of Visitors, of course, are free (and indeed are encouraged) to use their individual connections with NGOs as they see fit, and where possible should at least facilitate appropriate meetings for NGOs with WHINSEC personnel.

e. Protests and the Open House. It is the sense of the Board of Visitors that WHINSEC hosted a very successful and well-executed Open House, and the Board commended the Commandant and his staff for a job well done, especially in encouraging dialogue with people who may not have had dialogue on their minds when they came to Fort Benning. The Board was especially pleased to see that the Department of State sent a representative capable of addressing the many questions about the role of WHINSEC in hemispheric policy. The Board recommends that the Commandant make additional efforts next year to avoid any appearance of intimidation of protesters, and that all WHINSEC staff continue to respect the right of protesters to peaceful expression of their views. The Board hopes that at least some of its Congressional Members will find time to attend the Open House next November.

f. ASPA and Article 98 agreements. The Board noted that it is pleased with the decision to retain IMET funds in the Hemisphere, as it had previously recommended. It encourages the continuation of that policy. The Board recommends reassignment of IMET funds be made as promptly as possible, to permit WHINSEC maximum flexibility in optimizing its student load. The Board hopes that the distribution of students by country and rank/grade, will not have a negative impact on the mission of the Institute.

g. Overall impression. It continues to be the view of the Board that the Western Hemisphere Institute for Security Cooperation is a success story, in terms of its diligent pursuit of its mission of teaching professional military values, including human rights and democracy. The Board offers its congratulations to COL Gilberto Pérez for his accomplishments during his first nine months in post, and looks forward to continued improvement at the Western Hemisphere Institute for Security Cooperation.

19. The statutory tasks of the Board having been completed, the Chairman returned presiding authority to the Acting Designated Federal Officer, and LTC (P) Gould adjourned the meeting of the Board of Visitors at approximately 1130, 2 December 2004.

WE HEREBY CERTIFY that, to the best of our knowledge, the foregoing Report is complete and accurate.

Linda L. Gould
Lieutenant Colonel, United States Army
Alternate Designated Federal Officer
and Executive Secretary
to the Board of Visitors

Steven M. Schneebaum
Chairman
Board of Visitors

Members of the Board have individually reviewed this Report, and to the extent possible, their additions and corrections have been incorporated. Under the Board's by-laws, Members are entitled to have their own views on any subject discussed by the Board included in the Report to the Secretary. No Member indicated that he or she wished to submit such a statement.

cited in Cameranesi v. Dept. of Defense, No. 14-16432 archived on September 26, 2016

**Minutes for the Board of Visitors
Western Hemisphere Institute for Security Cooperation
Annual Organizational Meeting, November 21, 2014
Fort Benning, Georgia**

1. The Western Hemisphere Institute for Security Cooperation (WHINSEC) Board of Visitors (BoV) conducted its annual meeting on Friday, 21 November, 2014, at the new WHINSEC Campus 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 Officer (DFO), Mr. Dan Klippstein, called the meeting to order at 8:00 a.m. and adjourned at 12:00 p.m. Agenda items included an update from the WHINSEC Commandant; briefings from the Department of State, U.S. Northern Command and U.S. Southern Command; Public Comments session; and election of the Chair and Vice Chair.

2. Attendance:

COMMITTEE POSITION	NAME	ATTENDANCE	REPRESENTATIVE/ PROXY
Board Members			
Chair SECDEF Appointee	Dr. Johanna Mendelson-Forman	Present	
Vice Chair SECDEF Appointee	Dr. Joseph Palacios	Present	
SECDEF Appointee	Amb. Swanee Hunt	Present	
SECDEF Appointee	Amb. John Maisto	Present	
SECDEF Appointee	Dr. Louis Goodman	Present	
SECDEF Appointee	Hon. Dan Trimble	Present	
SASC, Ex-Officio	Sen. Carl Levin	Not Present	
SASC, Ex-Officio	Sen. Saxby Chambliss	Present/Proxy	Mr. Bill Stembridge
HASC, Ex-Officio	Rep. Austin Scott	Present	
HASC, Ex-Officio	Rep. Loretta Sanchez	Not Present	
Department of State, Ex-Officio	Mr. Alex Lee	Present	
USNORTHCOM, Ex-Officio	GEN Charles H. Jacoby	Present/Proxy	BG James Taylor
USSOUTHCOM, Ex-Officio	GEN John F. Kelly	Present/Proxy	LTG Kenneth Tovo
TRADOC, Ex-Officio	GEN David G. Perkins	Present/Proxy	BG Chris Hughes
Designated Federal Officer			
DFO	Mr. Dan Klippstein	Present	
Alternate DFO	Mr. Joseph Drach	Present	
Acting Secy	Mr. Richard Procell	Present	
Invited Officers			
Assoc Dean, US Army CGSC	Dr. Jim Martin	Present	
Joint Staff, J5 WHEM	COL Ron Garner	Present	
Chief of Staff, MCoE	COL Pat Donahoe	Present	
Army Legislative Liaison (OCLL)	MAJ Ed Bahdi	Present	
Members of the Public			
Advocacy Coordinator, SOA Watch	Mr. Arturo Viscarra	Present	
SOA Watch	Ms. Theresa Camaranesi	Present	
Homies Unidos	Mr. Alexander Sanchez	Present	
Private Citizen	Mr. Christopher Berg	Present	

3. General.

HQDA G-35 is the action agent for SECARMY Executive Agency responsible for WHINSEC; Deputy Director, G-35, Mr. Klippstein, opened the meeting in his capacity as Designated Federal Officer (DFO) for the BoV. He called the meeting to order at 8:00 a.m. and adjourned at 12:00 p.m. Agenda items included an update from the WHINSEC Commandant; briefings from the Department of State, U.S. Northern Command and U.S. Southern Command; Public Comments period; and election of the Chair and Vice Chair. The meeting was chaired by Dr. Johanna Mendelson Forman, who was reelected as Chairperson for the next year. Dr. Goodman was elected as Vice Chair. All Board members/representatives required by 10 USC 2166, WHINSEC's founding legislation, attended with the exception of two Congressional members. DASD Chavez sent a prepared statement. Congressman Austin Scott (R-GA), attended. Board members had ample opportunity to interact with students, staff, and faculty at an evening reception the day prior and during lunch following the official meeting. Prior to the evening reception, the members received a guided tour of the new facilities (the former Infantry Museum/old hospital). The centerpiece presentation during the Board's meeting was the detailed overview of the Institute's curricula, student/faculty composition, and future plans by the new WHINSEC Commandant, COL Keith Anthony. Following COL Anthony's presentation a discussion ensued regarding WHINSEC's history and educational accomplishments. BoV members outlined a need for a transparent and comprehensive study. TRADOC ex-officio, BG Chris Hughes, indicated that TRADOC/CAC would take into consideration the Chair's recommendation to conduct a critical, 360 review and report back to the Board with a proposal on ways to capture WHINSEC's history. As required by law, the meeting was announced in the Federal Register to allow for public access, which facilitated a lively 30-minute interchange of ideas with several members of the public. Members of the public who spoke to the BoV raised specific questions about the training of individuals from Latin American militaries who were reported to be human rights violators either before or after their study. They also asked about the human rights records of some of the instructors. These questions were discussed by the BoV members and the WHINSEC staff who responded to these questions. We note that it is specifically these types of issues that would merit more detailed analysis and review in the proposed history of WHINSEC that TRADOC/CAC stated would take into consideration as part of the work of the Subcommittee on Education.

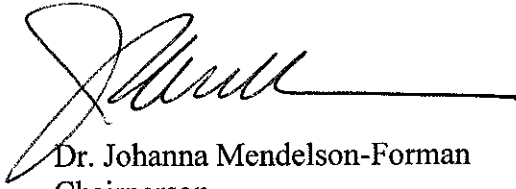
- Following the BoV, approximately 40 members of the public visited the campus since they were in Columbus to participate in the annual weekend protest/vigil against WHINSEC's predecessor institution, the School of the Americas. The visit included a walk-through and discussion with students in the CGSC class. They also received the same briefing presented to the BoV by the commandant, followed by a Q&A session. The Board's Vice Chair, Dr. Joseph Palacios, participated in this activity. A separate report on this visit has been prepared that highlights some of the concerns raised during this specific outreach activity and will be submitted to the Commandant, and other parties who oversee the work of WHINSEC.

4. Key Topics, actions and recommendations:

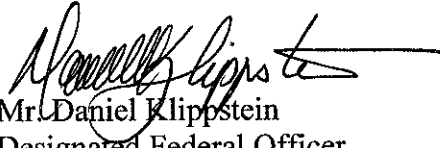
- Continue to support objectives of the Combatant Commanders with courses that are relevant and consistent with U.S. policy.
- Continue to work actions for U.S. NCOs to attend the Warrior Leader Course (WLC) offered in Spanish at WHINSEC. U.S. graduates would receive PME credit equivalent to the WLC at other Army Schools and Centers.

- Continue to collaborate with the USN and USAF sister schools teaching their courses in Spanish to identify efficiencies and best practices in joint military education and training.
 - Increase outreach efforts to get more interested members of the public visit WHINSEC throughout the year and not only during the Board's annual meeting or SOA Watch protests/vigil. Current public affairs strategies could be enhanced to show the positive role and achievements of WHINSEC when engaging with civilians who come to vigils.
 - Increase training opportunities focusing in the areas of peacekeeping, crisis management, disaster relief, and support to civil authorities. Continue supporting and refining human rights programs.
 - Continue to work closely with CAC and Proponent schools that develop courseware in order to better integrate and assess delivery of academic material and instructional support.
 - Continue to work with TRADOC/CAC to carry out an evaluation of the history and current operations of the following elements of the Academic Program of the Command and General Staff Officer Course: 1.) Student Selection (including vetting best practices); 2.) Faculty Selection; 3.) Staff Selection; 4.) Curriculum Quality; 5.) Co-curricular Activities; 6.) Alumni Performance. General Hughes indicated that TRADOC/CAC would report back to the Board with proposal on ways to carry out this report while working with the BOV Chair, Vice-Chair, and Education Committee members. Once completed, the report would be reviewed for comments by a committee of individuals representing interested academic institutions and members of civil society. Essential to this report would be a history of WHINSEC and its relation to the School of the Americas that preceded it. The goal of the report will be an open and transparent history of institution's past, consistent with USG limitations.
 - Work with CAC/TRADOC to identify individual with appropriate authority to participate in working group(s) reviewing U.S./Participating Nation's "National Action Plan on Women, Peace and Security." Improve concerted efforts to recruit female students and instructors, including regular tracking of sex-disaggregated statistics in each area. Ensure that questions or information about gender are integrated into curriculum whenever possible.
 - Continue to move forward on education and training outcomes that promote the role of women as leaders in the Americas consistent with training in other U.S. military schools.
 - Stay abreast of education and training in the areas of ethics and morality in order to identify methodologies to assess not only if concepts are learned, but also internalized.
 - Translate into Spanish "The Army Operating Concept" (TRADOC Pamphlet 525-3-1) for use at WHINSEC, in particular Command and General Staff Officer Course, Captains Career Course, and the NCO Academy.
 - Participate in USSOUTHCOM's Human Rights Initiative, which seeks to bring together representatives of military, security forces, civilian government and civil society to develop a model human rights program for military forces.
 - Work with COCOMs and Partner Nations on increasing the number of female students and instructors at WHINSEC.
5. Next Meeting. The next meeting will be held in the fall of 2015, date be coordinated with Board members.

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



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



Mr. Daniel Klippstein
Designated Federal Officer
Board of Visitors, WHINSEC

cited in Cameranesi v. Dept. of Defense, No. 14-16432 archived on September 27, 2016

AGENDA
WHINSEC BOARD OF VISITORS MEETING

Date: 21 November 2014

Location: Bradley Hall, 7301 Baltzell Ave., Bldg. 396, Fort Benning, GA 31905

<u>TIME</u>	<u>ITEM</u>	<u>NAME</u>
0800-0805	Designated Federal Officer (DFO) opens meeting	Mr. Klippstein
0805-0815	Introductions and welcome of new Board members, self-introduction by other attendees, and opening remarks by the Chair	Dr. Mendelson Forman
0815-0900	WHINSEC Commandant Update	COL Anthony
0900-0915	Discussion	Dr. Mendelson Forman
0915-0930	Break	Dr. Mendelson Forman
0930-0945	State Department Western Hemisphere Update	DAS Lee
0945-1000	U.S. Northern Command Update	BG Taylor
1000-1015	U.S. Southern Command Update	LTC Tovo
1015-1030	OSD (Policy) Update	Mr. Earle
1030-1100	Public comment period as announced in the <i>Federal Register</i>	Dr. Palacios
1100-1200	Discussion: Review items to be carried forward, including Subcommittees; Proposed dates for next Board meeting; Chair and Vice Chair nominations/elections; Other matters Chair/DFO deem appropriate for consideration	Dr. Mendelson Forman
1200-1205	Designated Federal Officer adjourns meeting	Mr. Klippstein

Dress: Civilian – Business attire
Military – ACU

APPROVED BY DESIGNATED FEDERAL OFFICER:

//Original Signed//
Daniel M. Klippstein
Designated Federal
Officer