

WESTERN HEMISPHERE INSTITUTE
FOR SECURITY COOPERATION

ANNUAL REPORT

Fiscal Year 2024



Prepared by: WHINSEC PAO

Certified by: WHINSEC Commandant

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I. EXECUTIVE SUMMARY

The Western Hemisphere Institute for Security Cooperation (WHINSEC) is pleased to present its annual report, highlighting its achievements and progress in advancing security cooperation, building partnerships, and promoting professional development across the hemisphere.

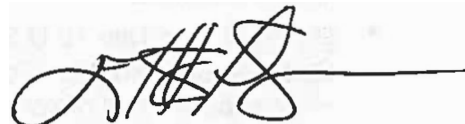
Since its establishment in 2001, WHINSEC has trained and educated students from 36 countries in one or more of the four Organization of American States (OAS) languages: Spanish, Portuguese, French, and English, representing the military, law enforcement, and civilian sectors. Over 24,000 students have graduated, 219 master's degrees conferred, and an average of three to five Foreign Area Officers (FAOs) from the U.S. Army per year are qualified at WHINSEC.

In FY 2024, WHINSEC has made significant strides in enhancing its curriculum, faculty development, and outreach efforts. Key achievements include:

- Collaborating with Troy University and Georgia Institute of Technology to provide FAOs with graduate degrees.
- Developing new courses, such as the Instructor Observer Course and the Instructor Writers Course, to equip instructors with advanced skills.
- DGSLT has implemented a standardized International Military Student (IMS) Physical Fitness Assessment (PFA).
- Hosting an International Committee of the Red Cross (ICRC) Workshop on human rights and the law of armed conflict.
- A strategic uptick in targeted traditional and social media messaging to promote WHINSEC's positive image, including a live television interview with WHINSEC's Commandant on Univision's *Despierta America*, a major Spanish-language network reaching throughout the Western Hemisphere, during Hispanic Heritage Month.

WHINSEC established two ad hoc working groups, one to review the curriculum by CHRD and another to develop strategies for outreach and strategic communications. These groups will meet beginning in January 2025, led by subject matter experts.

These achievements demonstrate WHINSEC's commitment to U.S. National Defense and Regional Security. We look forward to continuing to serve as a premier institute for OAS language-based security cooperation and professional development in the Western Hemisphere.



ELDRIDGE R. SINGLETON
COL, USA
Commandant

II. OVERVIEW

WHINSEC, located on Fort Moore, GA, provides professional military education and training to eligible U.S. and Partner Nation (PN) Joint, Interagency, Intergovernmental, and Multinational (JIIM) organization personnel. Since 2001, WHINSEC has championed human rights and democracy by developing a new generation of ethical leaders to confront the uncertain and complex security challenges of the Western Hemisphere. Its education and training promote innovative critical thinking built on basic respect for human rights. WHINSEC encompasses education at all levels, from tactical training to advanced theory on applying military doctrine in nationally and regionally accredited graduate-level master's degree programs. For over 20 years, WHINSEC has been the professional military education center of excellence for the Americas, graduating 1,000 – 1,200 military, police, and civilian students from across the Hemisphere annually.



Mission: Train, educate, and develop ethical leaders to strengthen democratic partnerships in the Western Hemisphere.

- **Vision:** To strengthen the mutual defense of our Hemisphere, one ethical leader at a time.
- **Purpose:** Per Title 10 U.S. Code § 343: Western Hemisphere Institute for Security Cooperation *“To provide professional education and training to eligible personnel of countries of the Western Hemisphere within the context of the democratic principles outlined 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 countries and promoting democratic values, respect for human rights, and knowledge and understanding of United States customs and traditions.”¹

III. Board of Visitors FY 2024



IV. BOV SUBCOMMITTEES

The WHINSEC BOV consists of the following subcommittees:

Subcommittee on Education: In WHINSEC’s ongoing effort to promote human rights education, WHINSEC established an ad hoc working group of renowned human rights experts. This subcommittee was tasked with reviewing the comprehensive curricula developed by CHR. The working group will conduct a thorough examination of the existing curricula, assessing their relevance, effectiveness, and alignment with international human rights standards. Their review aimed to identify potential areas for improvement and determine if new topics should be considered for inclusion.

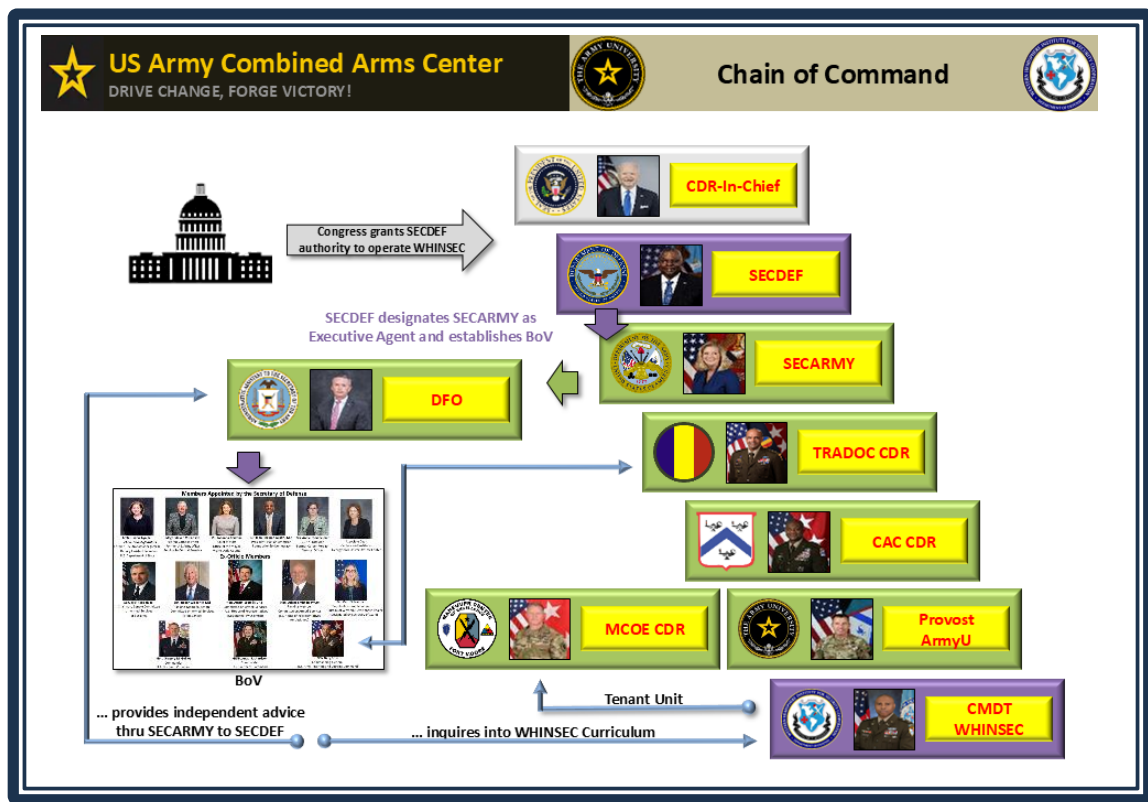
Subcommittee on Outreach: As part of WHINSEC’s ongoing efforts to promote WHINSEC’s mission and values, we are pleased to announce the establishment of a new subcommittee focused on outreach and

¹ **Title 10 U.S. Code § 343** - Western Hemisphere Institute for Security Cooperation

strategic communications. Beginning in January 2025, this ad hoc working group will bring together experts in outreach and communications to develop and implement strategies to enhance recruitment and awareness of WHINSEC's mission throughout the Department of Defense (DoD) and among partner nations. The establishment of the Subcommittee on Outreach marks an important step in WHINSEC's efforts to promote its mission and values to a wider audience. WHINSEC looks forward to working with the new subcommittee members and leveraging their expertise to enhance outreach and awareness of WHINSEC's contributions to regional security and stability. The Subcommittee on Outreach will begin its work in January 2025 and will report regularly to the WHINSEC leadership. Key milestones and deliverables will include:

- January 2025: Subcommittee formation and initial meeting.
- March 2025: Development of comprehensive outreach strategy.
- June 2025: Launch of targeted recruitment campaigns.
- September 2025: Review and assessment of the subcommittee's progress.

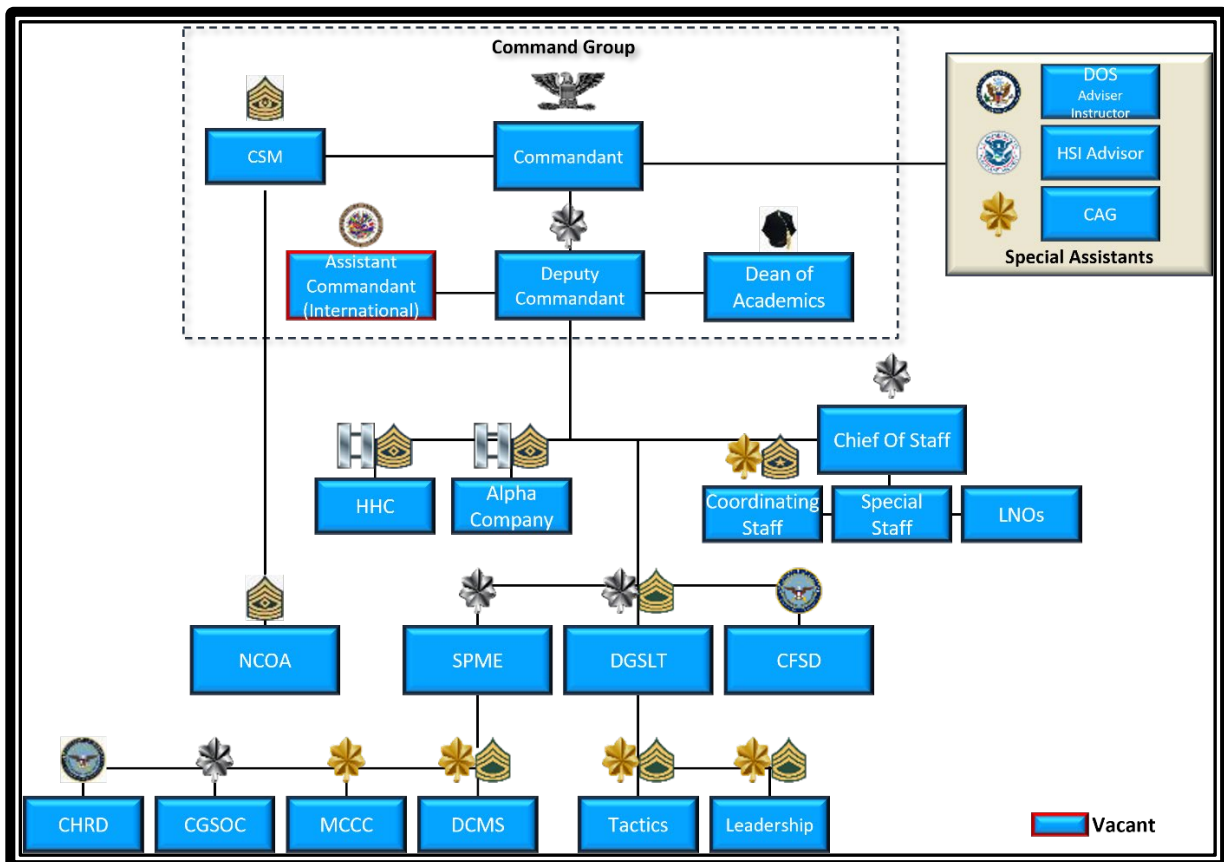
V. COMMAND RELATIONS



VI. ORGANIZATIONAL STRUCTURE

The Institute's Command Team includes one (1) U.S. Army Commandant, one (1) Deputy Commandant, and one (1) U.S. Army Command Sergeant Major. The Command Team and the WHINSEC Dean of Academics lead the staff to support the Institute's most important asset, its instructors, for a high-quality education and training offering. WHINSEC's organizational structure consists of two (2) schools, one (1) academy, and two (2) centers:

- School of Professional Military Education
- Deleon-Gonzales School of Leadership and Tactics
- Roy P. Benavidez Noncommissioned Officer Academy
- Center for Human Rights and Democracy
- Center for Faculty and Staff Development



A. Staff and Faculty

Embracing Opportunities in Civilian Hiring: WHINSEC is proactively addressing the evolving landscape of civilian hiring, presenting a chance to innovate and

improve recruitment strategies. While the current fiscal year has seen a decrease in applicants on the referral lists compared to previous years, WHINSEC recognizes this as an opportunity to adapt and refine WHINSEC’s approach. Army University has allocated a GS-14 position to be placed as the Program Manager to supervise the Army civilian professionals starting FY25.

Addressing the Changing Workforce: The retirement of Baby Boomers has led to a natural shift in the workforce, and WHINSEC is taking steps to attract and retain top talent from the next generation of professionals. WHINSEC Table of Distribution and Allowance (TDA) reflects lower grade levels for certain positions, where at other organizations reflect higher grade levels. Changing this will allow WHINSEC to focus on developing a diverse and skilled team.

Streamlining the Hiring Process: To mitigate the impact of the 180-day hiring waiver process, WHINSEC is exploring ways to streamline recruitment and hiring processes. By leveraging technology and implementing more efficient procedures, WHINSEC can reduce the time it takes to bring new talent on board and improve the overall candidate experience.

<i>Personnel Category</i>	<i>Authorized</i>	<i>On Hand</i>	<i>Reserve</i>	<i>Guard</i>
<i>U.S Army</i>	101	82		
<i>US Navy</i>	0	0		
<i>U.S. Marines</i>	1	0		
<i>U.S. Air Force</i>	2	2		
<i>US Space Force</i>	0	0		
<i>U.S. Coast Guard</i>	1	1		
<i>International</i>	33	46		
<i>Military Personnel Exchange Program</i>	1	1		
<i>DoD Civilian (Title 5)</i>	69	56		
<i>DoD Civilian (Title 10)</i>	0	4		
<i>Interagency Civilian</i>	0	1 DoS		
<i>Expert Consultant</i>				

Note: International personnel categories by the number: 30 Army; 9 Navy; 1 Air Force; 6 Law Enforcement

VII. ACADEMICS

WHINSEC continues to deliver 15 courses responsive to the needs of the partner nations in the U.S. Northern Command (USNORTHCOM) and U.S. Southern Command (USSOUTHCOM) area of responsibility, as well as to DoD’s strategic vision of building multifaceted security relationships across the hemisphere to meet shared challenges.

- Andersonville National Historic Site continues to be the hallmark of

historical Human Rights violations.

- CGSOC course established the foundational structure of WHINSEC's
- Writing Center to encourage faculty and student article publication.
- CGSOC, the History and Leadership Department executed the first WHINSEC Staff Ride to Normandy, France.
- The Master of Military Art and Science degree program conferred 13 graduate degrees.

FY24 WHINSEC Graduates:

Schools and Academy	# of courses		#Students				
	Offered	Conducted	U.S.	Foreign Guests	Total	Female	Male
School of Professional Military Education (SPME)	6	6	34	109	143	18	125
School of Leadership and Tactics (SLT)	10	8	34	461	495	53	442
Non-Commissioned Officer Academy (NCOA)	9	9	0	128	128	14	114
Total	25	23	68	698	766	85	681

**Total student count adding CFSD =925 **CHRD count separated, to not double count.*

FY24 Student Population:

Student Population FY24			
Country	Number of Students	Male	Female
BRAZIL	14	14	0
CHILE	6	6	0
COLOMBIA	516	467	49
COSTA RICA	11	10	1
DOMINICAN REPUBLIC	3	3	0
ECUADOR	3	3	0
EL SALVADOR	1	1	0
GUATEMALA	7	6	1
HONDURAS	66	61	5
MEXICO	13	9	4
PANAMA	35	31	4
PARAGUAY	15	14	1
PERU	3	3	0
URUGUAY	5	5	0
UNITED STATES	68	48	20
Total	766	681	85

Curricula

WHINSEC is committed to ensuring student proficiency in human rights and democracy topics while keeping its curriculum relevant. Recently, the Commandant mandated that all students be tested on these subjects in every course. The Center for Human Rights and Democracy conducted a review of the curriculum, and an updated curriculum was implemented for the CGSOC and MCCC-W programs for the 2024-2025 academic year. The CGSOC Director coordinated the introduction of the Command General Staff Course (CGSC), A205, "Data Literacy" elective. Continuing to ensure students' proficiency with Human Rights and Democracy as core competencies required for graduation from all courses.

Accreditation

QAO institutes self-assessment focused on preparing for the 2025 TRADOC and the CGSC Higher Learning Commission (HLC) accreditations. The 2025 HLC accreditation will focus on the institute's mission, integrity, instruction, learning, sustainability, and effectiveness in planning and resourcing.

Way ahead:

- The WHINSEC Writing Center supports the Chief of Staff of the Army's, Harding Project, which seeks to expand the opportunities and accessibility of military professional writing throughout the force.
- To align course Terminal Learning Objectives (TLOs) with WHINSEC's vision and mission.
- Troy University and Georgia Institute of Technology committed to provide Latin America-focused FAOs with complete graduate degrees, part of their Advance Civil Schooling (ACS) requirement, in support of the Army FAO Branch's effort to establish WHINSEC as an FAO Center of Excellence for Latin American FAOs.

Assessment:

- A comprehensive curriculum with 15 courses emphasizing human rights and democracy.
- Accreditation of key courses for US military personnel, boosting credibility.
- Hosting approximately 1,000 international students from 14 countries, showcasing diversity.
- Opportunities for academic collaboration and publishing through partnerships with universities.

WHINSEC is dedicated to staying at the forefront of professional military education (PME) by embracing innovation and enhancing academic offerings, ensuring that the institutes programs not only meet, but exceed the evolving needs of military professionals.

VIII. CENTER FOR FACULTY AND STAFF DEVELOPMENT (CFSD)

Mission: To prepare a multinational faculty of excellence who can deliver high-quality professional education and training while inspiring research, learning, and professional advancement.

# of courses			#Students		
	Offered	Conducted	U.S.	Partner Nation	Total
Courses offered to International Students					
Instructor Writer Course - IWC	2	2	19	11	30
Common Faculty Development-Instructor Course (CFD-IC)-Spanish	9	9	45	22	67
Courses offered Internally for Professional Development					
Instructor Observer Course - IOC	2	2	11	7	18
	13	13	75	40	115
		Execution 100%	Fill 100%		

Note: Annex 1 shows a list of course titles with a summarized description of each.

Courses	# of courses		#Students		
	Offered	Conducted	U.S.	Partner Nation	Total
Common Faculty Development-Instructor Course (CFD-IC)-English	4	4	43	1	44

FY24 Highlights:

As directed by Army University, the Instructor Observer Course (IOC) has replaced the Evaluators Instructor Course to better reflect the expanded role of instructors in providing constructive feedback and guidance.

As directed by Army University, the Instructor Writers Course has replaced the Lessons Author Course, focusing on equipping instructors with advanced skills in revising lesson plans and instructional materials.

Assessment:

All courses now include practicums to provide hands-on opportunities for participants to apply their learning in realistic settings. These practicums allow instructors to practice new skills, reinforce key concepts, and gain valuable experience in a supportive environment, ensuring that they are fully prepared to implement what they've learned in real-world instructional situations

IX. SCHOOL OF PROFESSIONAL MILITARY EDUCATION (SPME)

Mission: Educate and develop ethical US and Partner Nation leaders to serve as staff officers, commanders, and international counselors with the ability to build teams, lead organizations, and integrate Multi-Domain Operations with Joint, Interagency, Intergovernmental, and Multinational partners in complex and uncertain environments. SPME courses encompass the fundamentals of Human Rights, Rule of Law, and Democracy.

Table 5. FY24 SPME Graduates

Courses / Programs	# of courses		# of Students		
	Offered	Conducted	U.S.	Partner Nation	Total
Command and General Staff Officer Course (CGSOC)	1	1	28	31	59
Maneuver Captains Career Course (MCCC)	1	1	6	17	23
Joint Planning Course (JPC)	1	1		21	21
Joint Logistics Security Assistance Course (JLSAC)	1	1		10	10
Inter-Agency Crisis Action Planning Course (IACAPC)	2	2		34	34
Master of Military Arts and Science (MMAS)	1	1			
	100% Execution		Fill Rate		

FY24 Highlights:

- U.S. CGSOC students and faculty visited Normandy, France, from April 28 to May 3, 2024, to conduct a firsthand historical study of Operation Overlord during World War II.
- IACAP students collaborated with the Columbus Emergency Management Agency (CEMA) to participate in Emergency Operation Center (EOC) operations, supporting the agency's annual emergency management certification.
- JLSAC students and faculty toured the KIA Factory Plant in West Point, Georgia. They observed Joint Logistics Principles in action, understanding their application in manufacturing. They also learned about the industrial base's crucial role in the Joint

Logistics Enterprise (JLENT).

Way Ahead:

To enhance WHINSEC's impact and reach, we will focus on several key areas:

- Maximize the use of Blackboard's teaching and communication tools while reevaluating CGSOC teaching.
- Expanding doctoral degree program opportunities is also a priority. We will integrate interagency and intergovernmental participation through collaboration to broaden the institute's reach.
- Encouraging academic presence through publishing initiatives, forum participation, and other professional discussions will be crucial.
- Continue to incorporate more logistic enterprises and military depots to enhance current technology knowledge and curricula.
- Participating in USSOUTHCOM-host joint logistics forums and security assistance & cooperation venues will provide valuable continuing education and needs analysis opportunities.
- Increase the Security Assistance and USASAC training portion to further strengthen WHINSEC's capabilities.

Assessment:

SPME continues to demonstrate unwavering dedication to delivering a premier academic experience, supporting multinational and whole-of-government teams, and upholding its mission to educate and cultivate ethical leaders to fortify democratic partnerships within the Western Hemisphere. SPME is on track to achieve maximum student allocation for FY25. SPME is successfully expanding its operational reach, fostering regional teams that align with U.S. strategic interests and partnerships in the Western Hemisphere.

X. ROY P. BENAVIDEZ NONCOMMISSIONED OFFICER ACADEMY (NCOA)

Mission: Conduct professional military education for Western Hemisphere Noncommissioned Officers (NCOs) in the areas of leadership, communications, training management, readiness, and operations.

FY24 NCOA Graduates

Selected Courses / Events	# of courses/events		# of students
	Offered	Conducted	Total
Basic Leader Course (BLC)	4	4	62
Advanced Leader Course (ALC) - Spanish	3	3	45
Advanced Leader Course (ALC) – English (MTT)	1	1	28
Senior Enlisted Advisor (SEA)	2	2	21
	Execution		Fill

FY24 Highlights

A course via Mobile Training Team (MTT) was conducted in Barbados with the Eastern Caribbean Regional Security System (RSS) Training Institute. The course graduated 28 students from the countries of Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Saint Kitts and Nevis and Saint Vincent and the Grenadines.

The Senior Enlisted Advisor Class 2-24 participated in “Programa Integral De Suboficiales De Alta Jerarquía” (PISAJ), a bi-annual military engagement focused on NCO development.

The Academy successfully supported numerous TCA events:

- Three Instructor-Subject Matter Expert Exchanges (SMEE) at NCO schoolhouses in the Dominican Republic, Guatemala, and Peru hosted by USSOUTHCOM.
- An NCO Development-Interoperability SMEE in Puebla, Mexico hosted by U.S. Army North (ARNORTH).
- A Professionalization of the Armed Forces SMEE in Panama hosted by the Missouri National Guard (NG) State Partnership Program (SPP).
- A Needs-Gaps Analysis of the Guyana Defense Force NCO Corps hosted by the Florida NG SPP.

Way Ahead:

An NCO Development MTT is planned for January 2025 at the Royal Grenada Police Force Academy, this will be the third course iteration. It will include a full 80-hour Instructor Course to enable the RSS countries to develop their own courses in the future.

Assessment:

NCOA aims to maintain a relevant curricula through collaboration with key stakeholders such as the proponent-NCO Leadership Center of Excellence (NCOLCOE), State Partnership Programs (SPP), and Combatant Commands via published strategies, and continued engagement with former students.

XI. DELEON-GONZALEZ SCHOOL OF LEADERSHIP AND TACTICS (DGSLT)

Mission: The School of Leadership and Tactics trains ethical leaders in tactical, technical, and leadership skills to enhance tactical interoperability, and strengthen democratic partnerships in the Western Hemisphere.

Courses / Programs	# of courses		#Students		
	Offered	Conducted	U.S.	Partner Nation	Total
Operational Tactics for Hemispheric Security (OTHS)	2	1	0	14	14
Transnational Threat Network Intelligence Analysis (T2NIA)	2	2	0	60	60
Joint Disaster Response Techniques course (JDRT)	1	1	0	11	11
Medical Assistance Course (MEDAC)	2	1	0	37	37
Cadet Leadership Development (CLD)	3	3	34	339	373
	10	8	34	461	495

FY24 Highlights

- T2NIA 2-24 held a JIIM seminar with representatives from the Federal Bureau of Investigation, Drug Enforcement Administration, Department of State, Homeland Security Investigations (HSI), Joint Interagency Task Force South, U.S. Army Special Operations Forces, and 1st Security Force Assistance Brigade (SFAB). The JIIM Seminar provided a valuable opportunity for learning effective joint-combined missions while supporting Security Cooperation and Strengthening Allies and Partnerships.
- MEDAC 2-24 integrated SFOD-A 761 into the Medical Field Training Exercise (FTX) capstone event further strengthening the relationships between WHINSEC, SORB (A), and 7SFG (A).
- Implementation of a standardized International Military Student (IMS) Physical Fitness Assessment (PFA) which includes four of the six Army Combat Fitness Test (ACFT) events (Hand Release Pushups, Standing Power Throw, Plank, 2-mile run). The IMS PFA was implemented across all five DG-SLT courses.

- CLD ran 3 courses in FY 24 and successfully trained 373 IMS, accounting for 75% of the total trained population for FY 24. Due to increased demand and the overwhelming success of the CLD course, we have transitioned from three to four iterations for FY 25. This will give WHINSEC the capacity to train upwards of 640 cadets per FY.

Way Ahead:

DG-SLT is fully committed to accomplishing a decisive operation: execution of program of instruction (POI) with CLD designated as the main effort (ME) as the Cadets account for 75% of the total trained population. DG-SLT will continue to showcase OTHS in the hopes of gaining the required participation to execute the 2x courses reserved for FY 25. DG-SLT will work to expand on already existing relationships with units regionally aligned with the WHINSEC mission (1st SFAB and 7th Special Forces Group) to further enhance the POI.

Assessment:

Members of DG-SLT have displayed tremendous synergy in their ability to support one another for various critical training events ultimately reducing the risk to Force and Mission. We have capitalized on professionally developing course instructors by sending them to critical functional schools to better prepare them for the upcoming FY 25 courses and their follow-on assignments. On the horizon, DG-SLT is ready to accomplish the mission in FY 25 starting with CLD 1-25 hosting 141 cadets from four partnered nations.

XII. CENTER FOR HUMAN RIGHTS AND DEMOCRACY (CHRD)

Mission: Promote the education and training of human rights, rule of law, due process, democratic principles, international humanitarian law, civilian control of the armed forces, and ethics, to military, law enforcement, and government civilian personnel, which will enhance their professional competencies and strengthen a culture of mutual respect and cooperation.

FY24 Highlights

- CHRD hosted an International Committee of the Red Cross (ICRC) Workshop from 16-18 April 2024. Three ICRC delegates based in Bogotá, Colombia, presented classes, case studies, and practical exercises on the lawful use of force during military and police operations; the law of armed conflict; and Women, Peace, and Security (WPS).
- A CHRD Foreign Guest Instructor (FGI) attended three courses at the Academy on Human Rights and Humanitarian Law, at American University's College of Law in Washington, DC.

- JPC students held a class at the Tuskegee Airmen National Historic Site in Tuskegee, Alabama, to deepen their understanding of U.S. aviation history and explore how the military addressed segregation post-Civil War, linking it to the human rights perspectives
- All CGSOC students received the W912-Human Rights Elective during the week of 15 July 2024, and the W913-Democracy Elective during the following week (week of 22 July 2024).
- Two English-language versions of the Human Rights and Democracy were conducted for the Military Advisor Training Academy (MATA) Instructors Course. Personnel from MATA, Fort Moore, GA enrolled in this course to assist them in their training of 1st SFAB, Fort Moore, GA.

Assessment:

All courses now include a pre-test, to assist us in gauging students' level of knowledge coming into the course block; and a final exam on the 10-hour block of human rights and democracy instruction, to ensure they have learned and committed to memory the material. Passing the human rights and democracy exam is a graduation requirement.

XIII. FIELD STUDIES PROGRAM

FY24 Highlights:

The WHINSEC Field Studies Program for FY24 conducted the events listed below:

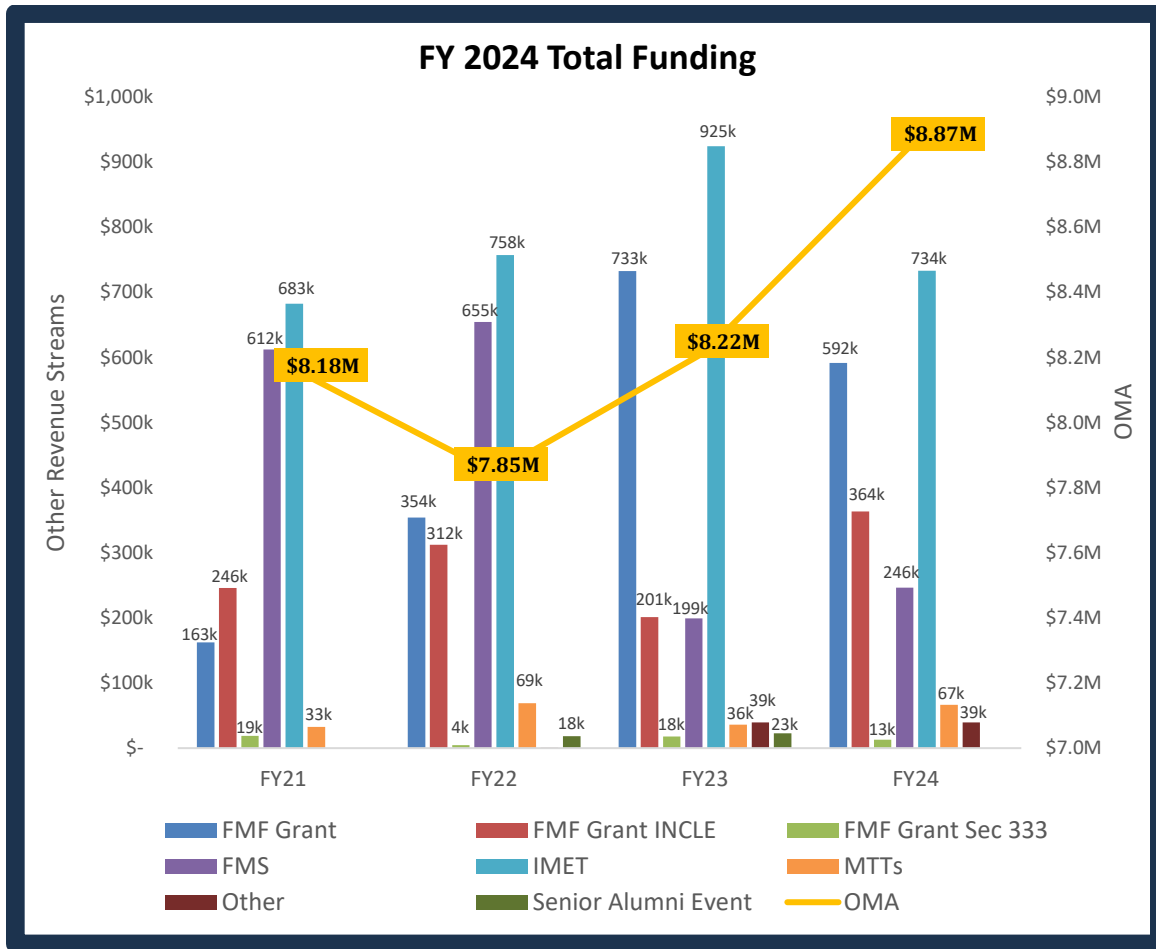
Table 10. FY24 FSP

Locations	# of Events		# International Students
	Offered	Conducted	
Columbus, GA	4	4	76
Atlanta, GA	18	18	631
Savannah, GA	1	1	23
Fort Walton Beach, FL	2	2	61
Pensacola, FL	1	1	17
Opelika, AL	6	6	108
Chattanooga, TN	1	1	15
Washington, DC	1	1	44
Cresting Ceremony	3	3	55
Luncheons	4	4	321
Graduation Reception	14	14	256
Graduation Dinner	1	1	10
	54		1,622
	Event Execution		Student Participation

Locations	Purpose
Columbus, Ga - Columbus Police Dept. - National Civil War Museum	Diversity and American Life - U.S. Government Institutions
Columbus, Ga - Columbus City Service Center (City Manager - Tax Assessor - The Elections & Registration Office - Columbus (Mayor Henderson)	Diversity and American Life - U.S. Government Institutions Political Processes
Atlanta, Ga - Georgia State Capitol Tour with State Senator Ed Harbison Georgia Aquarium	U.S. Government Institutions - Political Processes - Free Market System
Washington D.C - US Army Museum - William J. Perry Center - Inter-American Defense College Arlington National Cemetery - Jefferson Memorial - The White House - Martin Luther King Jr. Memorial - Franklin D. Roosevelt Memorial Lincoln Memorial - Vietnam And Korean Memorial - World War II Memorial National Holocaust Museum - Smithsonian Museums - National Portrait Gallery - Marine Barracks Parade	Human Rights - Education - Diversity and American Life - Health and Human Services - U.S. Government Institutions - Media - Political Processes - International Peace and Security Judicial System - Law of War - Free Market System
Opelika, Al - Opelika Police Dept. - Southern Union State Community College	Human Rights - U.S. Government Institutions - Judicial System
FT Walton Beach, FL - Air Force Armament Museum - Ft Walton Beach Mayor Ft Novosel, AL - US Army Aviation Museum	Human Rights - U.S. Government Institutions Political Processes

XIV. BUDGET

WHINSEC's funding has fluctuated over four years, with a 4.0% decrease in FY22 followed by increases in FY23 and FY24. In response to the decreases, WHINSEC implemented mitigation strategies and leveraged off setting trends in different funding sources. Which included course curriculum reviews and adjustments, changes to class sizes, and increased invitation for volunteer guest instructors funded by their nations. From FY21 to FY25, WHINSEC experienced an average annual increase of approximately \$290,000. FY24 presented a 5.1% increase in overall funding when compared to FY23. The 7.9% increase in Operational and Maintenance, Army (OMA)



funding demonstrates the Army’s continued commitment to security cooperation with its allies and partners. A 1.7% rise in combined FMF funding shows the steady commitment from interagency partners and allies need for in IMET funding may demonstrate a short-term change in partner’s and allies’ need for improvement in other domains (e.g., air, maritime, cyber, etc.).

Despite the 5.1 % overall funding increase, WHINSEC experienced a 25% decline in attendance from 907 students in 2023 to 681 students in 2024. By the end of FY24, WHINSEC identified several interagency budgetary processes that impeded funding

students which resulted in cancellations of many scheduled training slots. Additionally, the significant decrease in the number of FMS funds expended for FY21 and FY22 vice FY23 and FY24 may have also impacted the number of students funded to attend.

ANNEX 1.

COURSE DESCRIPTION SUMMARY. Provides a list of course titles with a summarized description. Each student (military, law enforcement, or civilian equivalent) receives instruction and training on human rights, due process, the rule of law, civilian control of the military, and the military role in a democratic society.

A. CENTER FOR HUMAN RIGHTS AND DEMOCRACY (CHRD)

1. International Operational Law (IOL): Students discuss aspects of international human rights law, the rule of law, due process, and international humanitarian law to enhance their ability to analyze, apply, and resolve common legal issues leaders encounter at the tactical level during successful multi- agency security force operations that are free of human rights violations and abuse.

Student Profile: All ranks (military, law enforcement, or civilian equivalent)

Duration: 20 Tng. Days

MASL: B166150

2. Human Rights Instructor Course (HRIC): The purpose of this course is to teach instructors how to deliver an eight (8) hour block of instruction on human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society. Upon graduation, students receive an instructor package containing a (1) lesson plan, a (1) PowerPoint Presentation, and a (1) Human Rights First video on the prohibition of torture with permission for educational use.

Student Profile: All ranks

Duration: 5 Tng. Days

MASL: B166006

3. Human Rights and Democracy Electives (for the Command and General Staff Officer Course, CGSOC): These mandatory electives on human rights and democracy provide over 40 hours of classes for three months. These electives include the staff rides to the Andersonville National Historic Site and the Little White House. The latter serves as a critical capstone experience to reinforce lessons discussed in the Democracy Elective.

Student Profile: Major [O4] - Lieutenant Colonel [O5]

Duration: 5 Tng. Days

MASL: N/A

Note: Lessons within the CGSOC course

4. Human Rights Training for WHINSEC Instructors: This training certifies WHINSEC's instructors (U.S. and partner nation) to teach human rights lessons in their courses.

Student Profile: All Ranks **Duration:** 5 Tng. Days

MASL: N/A

5. Democracy Training for WHINSEC Instructors: This training certifies

WHINSEC's instructors (U.S. and partner nation) to teach democracy lessons in their courses.

Student Profile: All Ranks
Duration: 1 Tng. Day (8 hrs.)
MASL: N/A

6. Women, Peace, and Security Symposium: This annual symposium for CGSOC students focuses on women as critical and equal participants in all efforts to achieve sustainable international peace and security. NORAD/NORTHCOM and SOUTHCOM collaborate with WHINSEC on this educational event.

Student profile: All Ranks
Duration: 3 Tng. Days
MASL: N/A

B. DELEON-GONZALEZ SCHOOL OF LEADERSHIP AND TACTICS (DGSLT)

7. Cadet Leadership Development (CLD): This course grounds its curriculum on U.S. Army doctrine to develop leadership skills, reinforce individual confidence, and evaluate professional competencies. Cadets phase through team development, small arms density, complex decision-making, and fully immersive tactical scenarios. Instructors evaluate Cadets both individually and collectively. Additional instructions integrate training in human rights, the rule of law, rules of engagement, due process, civilian control of the military, and the role of the military in a democratic society.

Student Profile Cadets
Duration: 22 Tng. Days
MASL: B176230

8. Transnational Threat Network Intelligence Analysis (T2NIA): This course enhances students' capacity to evaluate, analyze, and strategize actions to dismantle threat networks. Students accomplish this by applying various analytical techniques in an illicit trafficking operational environment. Students learn to develop the Commander's situational awareness and employ specific intelligence techniques during tactical operations, in concurrence with focusing on local and transnational level organized crimes.

Student Profile: Corporal [E5] – Lieutenant Colonel [O5]
Duration: 40 Tng. Days
MASL: B129202

9. Operational Tactics for Hemisphere Security (OTHS) (formerly known as Counter Transnational Threats CTT): This course provides comprehensive and specialized training in countering transnational criminal organizations and eliciting network operations at a detachment task force or platoon level. The course emphasizes tactical-level planning and command and control during the effective execution of counter-transnational threat operations against realistic targets and objectives.

Student Profile: Corporal [E5] – Lieutenant Colonel [O5]
Duration: 35 Tng. Days
MASL: 121427

10. Medical Assistance Course (MEDAC): This course prepares students to provide medical action in various operational environments. After this course, students will be ready to perform the necessary treatment from the point of injury or illness through the continuum of health care.

Student Profile: All Ranks (military, law enforcement, or civilian equivalent)
Duration: 45 Tng. Days
MASL: B175350

11. Joint Disaster Response Techniques (JDRT): This course enhances students' skills, knowledge, and techniques to perform breaching operations and humanitarian assistance. In correlation, the students will go through urban search & rescue and pre & post-disaster structural assessments throughout the course.

Student Profile: Corporal [E5] – Lieutenant Colonel [O5]
Duration: 35 Tng. Days
MASL: B174500

C. ROY P. BENAVIDEZ NONCOMMISSIONED OFFICER ACADEMY (NCOA)

12. Basic Leader Course (BLC): Prepares sergeants, promotable specialists/corporals, and non-promotable specialists/corporals to lead team-level size units by providing an opportunity to acquire the leadership skills, knowledge, and experience needed to be successful as noncommissioned officers. The course is the foundation for further training and leadership development.

Student Profile: Corporal [E5] – Staff Sergeant [E6]
Duration: 28 Tng. Days
MASL: B121431

13. Advanced Leaders Course – WHINSEC (ALC-W): This course prepares midlevel noncommissioned officers (NCOs) to be adaptive leaders, critical and creative thinkers, armed with the technical, tactical, administrative, logistical skills and experience to lead squads and platoons. Students can visualize, describe, and execute squad-level and platoon-level operations in varied operational environments. This leadership course produces an adaptive and innovative professional leader capable of leading subordinates in any situation. WHINSEC offers this course in English and Spanish.

Student Profile: Sergeant [E6] – Sergeant First Class [E7]
Duration: 38 Tng. Days
MASL (Spanish): B179115 **MASL (English):** B179116

14. Senior Enlisted Advisor (SEA): This course prepares Senior Noncommissioned Officers (SNCOs) to serve at higher levels of leadership or advisory roles at the organizational or institutional levels. It provides tools to develop

critical reasoning, creative thinking, and decision-making skills in a joint, multinational, and multiservice professional forum. Students analyze problems based on available information, arrive at logical solutions and decisions with reasonable speed, communicate their reasoning and decisions orally and in writing, and supervise to ensure proper execution.

Student Profile: Master Sergeant [E8] – Sergeant Major [E9]

Duration: 50 Tng. Days

MASL (Spanish): B179118

D. SCHOOL OF PROFESSIONAL MILITARY EDUCATION (SPME)

15. Command and General Staff Officer (CGSOC): This course educates and trains intermediate-level military, interagency, and partner-nation officers to be prepared to operate in complex Army, JIIM environments as field-grade commanders and staff officers. U.S. Army, Air Force, Marines, and Navy officers study alongside international students. Students could obtain a Master of Military Art and Science Degree at no additional cost.

Student Profile: Major [O4] - Lieutenant Colonel [O5]

Duration: 235 Tng. Days

MASL: B171425

16. Maneuver Captains Career Course-WHINSEC (MCCC-W): This course trains and develops students to become creative, agile, and self-confident combined arms staff officers and commanders capable of performing combat tasks against an adaptive enemy. Students receive training in fundamentals, troop-leading procedures, and company-level operations in infantry, heavy, and Stryker brigade combat teams. It allows students to develop company-level plans for organizations in various unified land operation environments. U.S. Army officers study alongside international students and receive Military Education Level – F credit.

Student Profile: First Lieutenant [O2] - Captain [O3]

Duration: 130 Tng. Days

MASL: B171420

17. Joint Planning Course (JPC): This course educates field-grade officers and interagency civilians in joint operations, decision-making, and planning processes through formal lectures and case study analysis. Additionally, it develops field-grade officers to function as joint and multinational operations officers in coalition operations.

Student Profile: Major [O4] - Colonel [O6]

Duration: 40 Tng. Days

MASL: B121430

18. Interagency Crisis Action Planning (IACAP): This course prepares security force personnel to serve as advisors or planners in crisis management during military operations or post-disaster initial response activities in collaboration with the interagency and international community. Students train to advise decision-makers

for interactions with the population during crisis response activities.

Student Profile: Sergeants First Class [E-7] - Lieutenant Colonel [O5]

Duration: 27 Tng. Days

MASL: B173015

19. Joint Logistics and Security Assistance Course (JLSAC): This course prepares security forces officers to function in assignments that involve defense logistics planning, purchasing U.S. materials and training, and JIIM logistics supporting a full range of operations.

Student Profile: Captain [O3] - Colonel [O6]

Duration: 21 Tng. Days

MASL: B151035

E. CENTER FOR STAFF AND FACULTY DEVELOPMENT (CFSD)

Common Faculty Development-Instructor Course (CFDIC): This two-week course prepares students to plan, implement, and evaluate instruction, including teaching methods, training aids, communication techniques, control and intervention, testing, and composite risk management, among many other subjects. The course consists of two phases; in the first, students learn theories and concepts related to enhancing their instructional abilities, and in the second, students present three presentations wherein they implement what they have learned in Phase 1. Students can view themselves instructing via video recording.

Student Profile: All ranks

Duration: 2 weeks, 1-day

MASL: B179117

20. Lesson Author Course: The five-day course is primarily self-directed, within and out of class requirements. Students will develop and coordinate products for each Accountable Instruction System (AIS) in five phases working in collaborative teams. The course takes the student through the AIS process, covering one daily phase.

Student Profile: All ranks

Duration: 2 weeks, 1-day

MASL: N/A

21. Evaluator Instructor Course: This course is a 16-hour workshop that prepares WHINSEC faculty and staff to implement the Faculty Development and Recognition Program (FDRP). The workshop takes an in-depth look at the FDRP requirements to establish and maintain this Army University program for certified instructors who seek further professional development.

Student Profile: All ranks

Duration: 2 weeks, 1-day

MASL: N/A

22. Advanced Faculty Development Program: Advanced Faculty Development (AFD) is a 3-day, 24-hour course that examines adult learning theory and

educational processes to help experienced faculty members improve their learning environment management skills. The outcome of this course is for experienced Command and General Staff College (CGSC) faculty to strengthen their management skills for the adult learning environment.

Student Profile: All ranks

Duration: 2 weeks, 1-day

MASL: N/A

ANNEX 2.

2024 BOARD OF VISITORS MINUTES.

**Minutes of the Annual Board of Visitors Meeting
Western Hemisphere Institute for Security Cooperation
Fort Moore, Georgia
March 13-14, 2024**

1. Summary: The Board of Visitors for the Western Hemisphere Institute for Security Cooperation (WHINSEC) held its one-and-a-half-day annual meeting at Fort Moore, Georgia, from 9:00 a.m. to 4:00 p.m. on 13 March, and from 9:00 a.m. to 12:00 p.m. on 14 March. The agenda included a detailed overview of the Institute’s Human Rights and Democracy Program, classroom engagements with students and instructors, the USNORTHCOM-sponsored Women, Peace, and Security (WPS) Symposium, and an update of the WHINSEC Strategy and Implementation Plan. As required by the Federal Advisory Committee Act, the meeting was announced in the Federal Register and open to the public. In his opening remarks, the Designated Federal Officer (DFO), Mr. Thomas Cooke, recognized the Board’s Chair, Ambassador Liliana Ayalde, and welcomed Ms. Rosa Brooks as the most recent member appointed by the Secretary of Defense. Ambassador Ayalde called the meeting to order and acknowledged officials in attendance representing the U.S. Department of State, U.S. Southern Command, U.S. Northern Command, and the U.S. Army Training and Doctrine Command. Mr. Daniel P. Erikson, Deputy Assistant Secretary of Defense for the Western Hemisphere, unfortunately was unable to attend in person due to the pressing situation in Haiti; however, his office forwarded a recorded video message to be shown as the first order of business.

2. Board Members in Attendance:

Board Members	Name	Attendance	Representative / Proxy
SECDEF Appointee	Amb. Liliana Ayalde (Chair)	Present	
SECDEF Appointee	Msgr. Steven V. Carlson	Present	
SECDEF Appointee	Ms. Rosa Brooks	Present	
SECDEF Appointee	Dr. Jean-Philippe Austin	Present	
SECDEF Appointee	Ms. Johanna Cervone	Present	
SECDEF Appointee	Ms. Annie Pforzheimer	Present	
SASC, Ex-Officio	Hon. Jack Reed	Not Present	
SASC, Ex-Officio	Hon. Roger Wicker	Not Present	
HASC, Ex-Officio	Hon. Austin Scott	Not Present	
HASC, Ex-Officio	Hon. Adam Smith	Not Present	
DOS, Ex-Officio	Ms. Kerri Hannan	Present/Proxy	Mr. Rafael Foley
SOUTHCOM, Ex-	Gen. Laura J. Richardson	Present/Pro	Mr. Kevin J. Bostick

Officio		xy	
NORTHCOM, Ex-Officio	Gen. Glen VanHerck	Present/Proxy	COL Michael C. Jones
TRADOC, Ex-Officio	Gen. Gary M. Brito	Present/Proxy	BG Michael Simmering

3. General:

The Board of Visitors for the Western Hemisphere Institute for Security Cooperation is a non-discretionary Federal Advisory Committee established under the provisions of 10 U.S.C. Section 343 (previously 10 U.S.C. 2166 from the FY 2001 NDAA) and the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended). The law calls for the Board to provide the Secretary of Defense, through the Secretary of the Army, independent advice and recommendations on matters pertaining to the curriculum, instruction, physical equipment, fiscal affairs, academic methods of the Institute, other matters relating to the Institute that the Board decides to consider, and items that the Secretary of Defense determines appropriate. The 14-member Board includes representatives from the Senate and House Armed Services Committees, the Department of State, 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 who are drawn from the human rights, religious, and academic communities. The Board reviews the curriculum to determine whether it adheres to current U.S. doctrine, complies with applicable U.S. laws and regulations, and is consistent with U.S. policy goals toward Latin America and the Caribbean, and to determine whether the instruction under the curriculum of the Institute appropriately emphasizes human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society. The Board is required to meet at least once a year.

Last year’s meeting focused on familiarizing the newly established Board with the Institute’s mission, organization, priorities, and challenges, to meet with students and faculty, and to gain an appreciation for the facilities and learning environment. Board members also heard from the Office of the Secretary of Defense for Policy, the Department of State, U.S. Southern Command, and U.S. Northern Command, as each discussed the role WHINSEC plays as a supporting effort to each of their organizations. The 2024 annual meeting narrowed its focus to include a more in-depth look at the Institute’s Human Rights and Democracy Program, WHINSEC’s Strategy and Implementation Plan, and attendance at the USNORTHCOM-WHINSEC Women, Peace, and Security (WPS) Symposium. A summary of the proceedings and recommendations from the Board are outlined below.

4. Deputy Assistant Secretary of Defense (DASD) for the Western Hemisphere:

In his recorded video message to the Board, DASD Erikson indicated that he had been closely following the drafting of the WHINSEC Strategy and looking forward to the senior-level, four-star coordination to finalize the document. He outlined his office’s priorities: Deepening Ties and Relationships, Building on Shared Policies, Fulfilling DoD

Defense Roles in the Hemisphere, and Promoting Human Rights and Civilian Control over the Military. He provided guidance directed at expanding virtual and hybrid options for strengthening partnerships, developing initiatives to address student shortages and underrepresented countries, incorporating Cybersecurity and Climate Resilience into training and education programs, and furthering engagement opportunities with Canada, Mexico, Brazil, Colombia, and Argentina. He asked the Board of Visitors to identify the appropriate experts to populate and revive the education and outreach capabilities of the Institute, and to continue conducting periodic touch points with his office to review the status of recommendations and update on future actions.

5. Human Rights and Democracy Program:

In his update to the Board, Dr. Antonio Raimondo, Director of the Center for Human Rights and Democracy, reviewed the legislation that created WHINSEC and the requirement to include at least eight hours of instruction on human rights, rule of law, due process, civilian control of the military, and the role of the military in a democratic society. He indicated that the Center for Human Rights and Democracy, or CHRDR, also certifies WHINSEC instructors to teach the human rights and democracy curriculum.

Dr. Raimondo explained that CHRDR is responsible for developing lesson plans, assessment instruments, study guides, and other educational materials in the areas of human rights and democracy, but that it does not work in a vacuum; the Bureau of Democracy, Human Rights and Labor at the Department of State, USSOUTHCOM'S Human Rights Office, the International Committee of the Red Cross, and Amnesty International, are examples he gave of organizations that review curriculum or otherwise provide assistance in developing instructional material. The International Committee of the Red Cross (ICRC) has collaborated with WHINSEC over many years; he highlighted that ICRC delegates travel to the Institute and conduct an annual workshop on the use of force in police operations, the law of armed conflict, as well as other topics. The workshops are part of the Institute's mentoring of human rights and democracy instructors. The ICRC's textbook titled *To Serve and To Protect: Human Rights and Humanitarian Law for Police and Security Forces* is the first source of information for the development of lesson plans. CHRDR also hosts subject matter expert exchanges to share lessons learned and best practices in the education and training of human rights and democracy.

He discussed the Andersonville National Historic Site Staff Ride, where students conduct prior research and make presentations on several problems that occurred at the site and the lessons learned from how they were handled. Three of the longer WHINSEC courses participate in the Andersonville Staff Ride. The shorter courses conduct the Andersonville Educational Visit, which focuses on the proper treatment of detained personnel through a survey of the various compelling exhibits located in the National Prisoner of War Museum.

The CHRDR Human Rights Class is divided into four areas: International Human Rights Law, The Rule of Law, Due Process of Law, and The Lawful Use of Lethal Force during

Law Enforcement Operations. Dr. Raimondo covered in detail the topic of International Human Rights Law, including the prohibition against torture, cruel, inhuman, or degrading treatment, extrajudicial executions and forced disappearances, as well as violence against women and other vulnerable groups. He distinguished it from the topic of The Rule of Law, which discusses the causes of human rights violations, the Doctrine of Command Responsibility, lawful and unlawful orders, how to react to unlawful orders, the UN Convention Against Corruption, and The Leahy Law. The topic of Due Process of Law, which focuses on what due process of law is, and what due process rights are—especially those that come into play during detentions, was also reviewed. Dr. Raimondo discussed how CHRD teaches UN Principles on the Use of Force, and the UN Code of Conduct for Law Enforcement Officials, to emphasize the lawful use of lethal force during police operations even when they are carried out by military personnel.

The Democracy instruction comprises five areas: Democracy, Constitutional Principles, Civilian Control and its Advantages, The National Guard and its Role, and National Security Laws. The lessons under Constitutional Principles, focus on Rule of Law, Separation of Powers, and Federalism. Lessons under National Security Laws include the Posse Comitatus Act and the War Powers Resolution Act. The Department of State representative at WHINSEC is the lead instructor for the Democracy curriculum.

6. Women, Peace, and Security (WPS) Symposium:

The USNORTHCOM-WHINSEC Women, Peace, and Security (WPS) Symposium was again held to coincide with the Board of Visitors' annual meeting. This year's theme was "Allies in Action: Leveraging Women, Peace and Security Through Collaborative Leadership." Symposium outcomes centered on developing a better understanding of the value to the organization in implementing activities supportive of WPS objectives: 1) Providing insights into the role of a gender perspective in military operations, both domestically and internationally; 2) Increasing awareness of the importance of men as allies for women in the defense and security sector; 3) Advocacy for the integration of women within defense and security; 4) Fostering strong networks among military leaders, gender experts, policymakers, and academics to encourage ongoing dialogue and collaboration on WPS issues; and 5) Creating opportunities for mentorship and peer support across gender to foster more inclusive organizations. The symposium provided students and faculty with a better understanding of the operational benefit of incorporating WPS efforts in empowering and fostering the meaningful participation of women in the defense and security sector. USNORTHCOM military personnel with assigned WPS responsibilities served as panelists and shared with the audience lessons learned, best practices, and own experiences in collaborative leadership across gender lines. COL Michael C. Jones, NORAD and USNORTHCOM Security Cooperation Division Chief, served as the senior panelist. COL Jones also oversees the command's WPS program. Ms. Tiffani Phillips, USNORTHCOM Gender Advisor, was the moderator and lead coordinator for the event.

7. WHINSEC's Strategy and Implementation Plan:

During the March 2023 annual meeting, the Board of Visitors recommended that the Department of the Army develop a strategy for WHINSEC. For the past year, and under the direction of the Army's Strategic Plans and Policy Directorate, the team of Strategists assigned to Army G35, in cooperation with key stakeholders, including the WHINSEC leadership, drafted a strategy outlining long-term objectives for the Institute. LTC Brendan Griswold, Strategy Branch Chief, and lead author, provided an overview of the finalized version to the members of the Board.

It outlines five objectives for WHINSEC:

- Developing and sustaining a broader and more diverse student body
- Recruiting, developing, and retaining a world-class staff and faculty
- Practicing a relevant curriculum conforming to the needs of DoD and the Nation
- Building and maintaining state-of-the-art facilities
- Spreading awareness of WHINSEC's mission throughout the DoD and among partners

The Department of the Army incorporated recommendations provided by the Board of Visitors and key stakeholders into the draft and will forward the finalized version to the Director of the Army Staff and the Deputy Under Secretary of the Army for signature.

8. Recommendations:

The WHINSEC Board of Visitors approved seven action items based on the discussions. They are outlined below.

- Continue to refine the strategy and implementation plan, specifically in the areas of balancing country representation and developing and sustaining a broader and more diverse student body in a manner that strengthens national security priorities.
- Take immediate steps to identify and address any issues related to gender underrepresentation that the U.S. Army TRADOC can unilaterally resolve.
- Incorporate familiarization lessons on information assurance and cybersecurity into the curriculum taught at the Institute.
- Establish an ad hoc working group of human rights experts to review the curriculum developed by the institute's Center for Human Rights and Democracy.

- Establish an ad hoc working group of outreach and strategic communications experts to assist in developing strategies to address recruitment and spreading awareness of WHINSEC’s mission throughout the DoD and among partner nations.
- Review the terms of reference for the two chartered subcommittees— Education and Outreach—to ensure each is structured for broad, sustained effort in key areas that align with the parent committee’s mission and scope, and, where appropriate, make recommendations to reissue new terms of reference.
- Schedule recurring touchpoints between the Board of Visitors and OSD-Policy to review the status of recommendations and update on future actions.

9. Next Meeting: The next meeting will be held in the spring of 2025, date to be coordinated with board members.

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

Amb. Liliana Ayalde
Chair
Board of Visitors, WHINSEC

Mr. Thomas Cooke
Designated Federal Officer
Board of Visitors, WHINSEC

ANNEX 3.

WHINSEC HISTORY SUMMARY

The Western Hemisphere Institute for Security Cooperation (WHINSEC) opened its doors on January 17, 2001, in Ridgway Hall, the original home of the U.S. Army's Infantry School and headquarters of Fort Moore.

Beginning in March 2004, the Institute adopted the Command and General Staff College's (CGSC) instructional model, from the Combined Arms Center (CAC), in Fort Leavenworth, Kansas.

As Fort Moore transitioned to the Maneuver Center of Excellence (MCoE) in 2008, WHINSEC moved to Collins, Lewis, and Greene Halls, with modular buildings to house classrooms. At that time, it was re-organized into three components or schools:

- The School of Professional Military Education (SPME)
- School of Specialized Studies (SSS)
- The Roy Benavidez NCO Academy (NCOA)

In July 2010, the historic Station Hospital at Fort Moore became WHINSEC's permanent campus. This was followed with state-of-the-art classrooms in 2014. That year, the Center for Human Rights and Democracy (CHRD) was created to meet Combatant Command needs to provide partner nation leaders with broader human rights instruction.

As partner nations' needs evolved, a Law Enforcement Agency (LEA) Deputy Commandant and Academic Dean were added to bring the Institute's leadership to its current structure.

In June 2020, the Faculty and Staff Development Division (FSDD) transitioned to the Center for Faculty and Staff Development (CFSD). This move helps standardize basic instructor qualifications with partner nations and expand WHINSEC's ability to develop instructors throughout the Hemisphere.

Since 2001, WHINSEC has trained and educated more than 24,000 students—military, law enforcement, and civilian—representing 36 countries. Its students and faculty have earned 219 master's degrees, 141 through civilian university partnerships, and 78 Masters of Military Arts and Science (MMAS) through the Command and General Staff College of Fort Leavenworth, KS. The Institute respects each country's unique culture and conducts dedicated independence celebrations for each partner nation, culminating with an annual International Festival.



7301 Baltzell Avenue, Bldg. 396
Fort Moore, GA 31905

<https://armyuniversity.edu/whinsec>