



EL HEMISFERICO

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Informing the Western Hemisphere Institute for Security Cooperation Community

Summer 2004, Seventh Edition



Largest WHINSEC CGSOC graduates

by Spc. Adrian A. Lugo
ELH Photo Editor

The Western Hemisphere Institute for Security Cooperation marked the completion of its third and largest Command and General Staff Officer Course with a morning ceremony in Marshall Auditorium at Infantry Hall June 4.

The yearlong course trains officers and civilian officials of all services for duty as field-grade commanders and as principal staff officers at brigade and division level in their armed forces.

This year's class totaled 75 officers from Argentina, Bolivia, Canada, Colom-

bia, Dominican Republic, Ecuador, El Salvador, Mexico, Peru, United States, and Venezuela.

Guest speaker and presenter for the event was Maj. Gen. Keith M. Huber, Deputy Commanding General of the 1st U.S. Army, at Fort Gillem near Atlanta.

Speaking in both Spanish and English to the graduates, the general lauded the exchange of cultures and ideas which he said he felt are essential to ensure cooperation and security throughout the hemisphere.

"Soon you will all return to your respective countries and duties. You need

to take the opportunity, take the responsibility, to protect the innocent and defend your country and defend the lives and liberty of current and future generations," Huber said.

His key message to the class was, as leaders, to spread the knowledge they acquired at the Institute.

"You are all now members of a team of excellence and success as part of this course," said Huber. "Your responsibility is to form and build other teams of success of your profession for the future. You should all have success in accom-

See Grads, page 7



Photo by Spc. Maggie E. Ruiz

Capt. Madeline Rivero takes charge of Headquarters, Headquarters Company, WHINSEC in front of Ridgway Hall on May 13. This marks the first command for the Airborne-qualified engineer officer, whose previous unit (317th Eng. Bn., 3rd Bde., 3rd Inf. Div.) served in Iraq.

What's Inside ...

Commandant's Corner
(page 2)

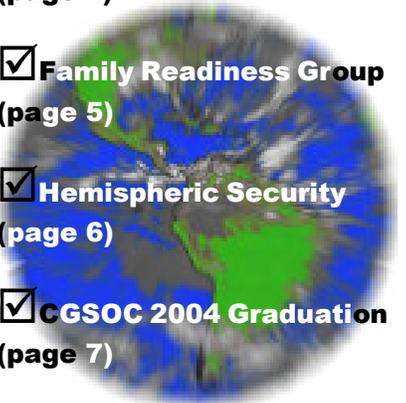
La Opinión
(page 3)

LATAM Visit
(page 4)

Family Readiness Group
(page 5)

Hemispheric Security
(page 6)

CGSOC 2004 Graduation
(page 7)



Commandant's Corner



This is my first opportunity to talk with you through our newsletter. After some months on the job, I have already confirmed my first impression of a dedicated group of professionals accomplishing a very important mission.

Now more than ever before, the nations we serve are working with us in other parts of the world. We must make sure that our

students (and faculty) are ready for those missions, not just ready personally, but ready to work together.

The CAC Inspector General team has been here and taken

a good, hard look at our operations. There are areas we can and will improve in, but I am proud that everyone here worked hard to make the inspection true reflection of whom we are. And I was glad to find that you, like me, enjoy coming to work here. That's because we know that what we do here is important and contributes to our nation's security.

You told me also, through the sensing sessions, that you want me to be more visible in your work areas; most of my 'orientation' travels to all the agencies we work with are done, so expect to see me around your offices much more often in coming months.

We have some important events coming up; military attachés from several Latin American nations visit at the end of June, our Board of Visitors will meet July 16, and the CGSOC begins with its Democracy and Human Rights Week July 19. I know these will be accomplished with the same professionalism as we give every mission.

And, don't forget, our Organization Day July 30, when we get to bring our families together for a day of good food and good fellowship.

Col. Gilberto R. Pérez,
WHINSEC Commandant

Duque shares thoughts on job, terrorism

ELH: What is your role at WHINSEC?

A: As subcommandant, I ensure compliance with norms and regulations of the Institute. This task, shared with the commandant, allows a productive integration between the members of the U.S. military and other countries. I am involved in different roles that include academic, disciplinary and administrative. I am also the president of the Latin-American Council (Junta Asesora Latinoamericana), a source of information for the commandant, which allows me to make decisions in the academic management of foreign instructors and students.

ELH: How do you believe the institute fits in the fight against global terror?

A: The Institute's academic role has the flexibility to fine-tune its efforts and undertake the challenges of globalization. We should always maintain in the analysis and

modernization of our military structures, according to the threats that surround our American democracies. It is Col. Pérez's main policy to focus academic effort toward those new sources of experience, supporting the intent of superior commands, with respect to cooperation to face challenges.



Col. José Duque Lopez

ELH: What were some of your experiences that exemplify the expanding role WHINSEC has or should have in peacekeeping and counter terrorism issues?

A: Today, there is no country, let alone its military forces, that can fight alone against the terrorist enemy. The internationalization of this conflict allows military institutes of regional or international character to adjust training curriculum toward a single common objective. This is particularly important for associated countries. We cannot forget that these threats involve, without any discrimination, soft targets such as our civilian population. The protection of our citizens, the projection of civil-military operations, the respect of human rights and humanitarian international rights, the preservation of peace and the continuous training of our Soldiers, causes the combat power of our forces to multiply, and the confidence in our military institutions to be reinforced, and that is what we teach at WHINSEC.

Editorial Board

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Opinion

Morale: personal investment worth making

by Spc. Maggie E. Ruiz
ELH Editor

When morale is running low in my corner of the world, I have to remember there is a culprit of one: Me.

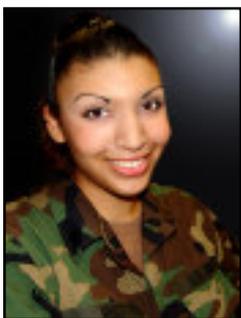
Morale is the general level of confidence felt by a person and its level affects discipline and motivation.

It is something one person cannot give to another. Although, external factors sometimes influence our levels of morale, each of us sits behind the wheel and we control our feelings, views and motivation.

We ultimately decide how we want to respond to the rest of the world around us, which is why one person may be content in a certain situation and another not so, even if they both dwell under the exact circumstances. You have the power to make the best (or the worst) of your reality.

Which, this leads me to believe that morale is like an investment, and when morale is low it is because my investment has not seen a red cent of effort from me.

We cannot wait for others to invest in us, especially if we are not interested in doing so ourselves.



While it is nice when others, such as our supervisors and co-workers conduct efforts to improve the morale in the workplace, it is our responsibility to ask ourselves what is dragging our morale low and what can we do to better our outlook on things.

Your morale cannot wait for others to nourish it. It is like a flower whose thirst must be quenched before the sun wrecks havoc and leaves but your shriveled petals lying in the dry bed of soil.

Your investments don't have to be huge, either. Small efforts reap big rewards.

Laugh more or bring a pretty fern to your office. Enjoy lunch with co-workers at the bowling alley. Overworked? Ask for comp time.

You may or may not get the comp time but approaching solutions to your morale issues may better help you to understand your dissatisfaction with the status quo.

In the Loop With WHINSEC

What would you do to enhance morale?

“Conduct unit activities in a non-threatening environment. Also, distribute awards and punishments if merited equally across the board.” **Maj. Eric Heberlig, Safety Office**



“I treat everyone with kindness and respect, the way I would like to be treated. Because I care for my coworkers, and they care for me.” **Angie Ramos, Directorate of Human Resources**

“Provide shorter work hours and offer more ‘get-togethers’ so that we can socialize more. A perfect example is the Six Flags Day we were allowed to go to. It was a fun group activity.” **Spc. George Ayala, Headquarters and Headquarters Company**



“I’m not one to sit and watch as others work. I work right along with my soldiers. In turn, that motivates them to work.” **Sgt. Milagros Laura, Education Technology**

Let us know how we can better inform you! Submissions and ideas for the Opinion page are welcomed. Submissions should be no more than 300 words and should be e-mailed to the editors at: RuizM@benning.army.mil or Adrian.Lugo@benning.army.mil. El Hemisferico's staff reserves the right to edit content for space and appropriateness. We appreciate your contributions.

LATAM attachés visit Institute

by Spc. Adrian A. Lugo
ELH Photo Editor

‘Heavyweights’ representing various Latin American militaries paid a visit to the Western Hemisphere Institute for Security Cooperation, June 29, as part of a fact-finding trip aimed at increasing understanding of the Institute’s role in fostering security cooperation throughout the region and possibly upping enrollment of students from their respective nations.

The 12 military attachés (from Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Honduras, Mexico, Nicaragua, Paraguay, Peru, and Uruguay) started off their two-day trip with a window tour of the different units and activities on Fort Benning led by WHINSEC’s Executive Liaison, Ken LaPlante.

The tour served as a way to impress upon the visitors how WHINSEC fits in alongside other training units and educational facilities on post, according to Lt. Col. Linda Gould, Chief of the LATAM Branch for the Office of the Deputy Chief of Staff.

Gould, who also escorted the dozen, mentioned that the first day served as an icebreaker session, where during a social dinner WHINSEC guest instructors were able to meet with attachés from their respective nations.

She added that the attachés are also rater / evaluators for some of the guest instructors, and many of them were eager to hear the instructors’ thoughts on the curriculum taught at the Institute.

Day two for the leaders consisted of more meetings, a luncheon and a few classroom sit-ins.

Adding to the traditional WHINSEC Command Brief, which consists of PowerPoint slides explaining everything from command structure and oversight to instruction, the attachés were able to see the curriculum come

to life in classes such as the Departmental Resource Management and Logistics Course, and the Noncommissioned Officer Professional Development Course, said Gould.

“The aim of all of this is that they will take all that they’ve seen and done here and carry that information back to their militaries and increase enrollment,” she said explaining that some the attachés, such as those from Brazil, had no students currently attending.

“We are also hoping that of the countries that don’t have students enrolled here and the ones who do, this visit will sort of open their eyes and give them a better sense of what goes on here at the Institute,” added Gould.

Aside from upping enrollment, Gould explained that this visit as well as several other Army and Department of Defense sponsored trips are geared at fostering stronger ties in the region.

“With focus being shifted so much on the Middle East right now, it is important for our regional neighbors to know that they are equally important to us and that

Latin America has not been forgotten,” Gould said, speaking in terms of security cooperation.

Currently the only Latin American force assisting coalition troops in the Middle East is El Salvador; the expectations of visits like this from U.S. officials is increased participation from more nations, said Gould.

“With focus being shifted so much on the Middle East right now, it is important for our regional neighbors to know that they are equally important to us and that Latin America has not been forgotten.”

Lt. Col. Linda Gould,
Chief, LATAM Branch,
Office of the Deputy
Chief of Staff, G3



Photo by Spc. Maggie E. Ruiz

WHINSEC Commandant Col. Gilberto Pérez salutes the Latin American attachés as they arrive at Ridgway Hall, June 29. Their visit consisted of various of social engagements, command meetings, classroom sit-ins, and a window-tour of units and activities on Fort Benning, Ga.

FRG 'Wants You!'



Capt. Madeline Rivero

by Spc. Maggie E. Ruiz
ELH Editor

The WHINSEC Family Readiness Group (FRG) will host their next quarterly meeting Aug. 12 at 5:30 p.m. in Pratt Hall.

The meeting will serve to choose the president and vice president, and also to plan upcoming events. Free childcare will be provided.

FRG was first established January this year at WHINSEC and its goal is to provide support to the families of the WHINSEC military and civilian personnel. Military and civilian personnel and their families are encouraged to become

active participants.

"It's important for our community to become participants and to join us and provide their input during our meetings," said Capt. Madeline Rivero, Headquarters and Headquarters Company commander. "When you have everyone each putting in at least a little bit, we accomplish a lot more. FRG is here to benefit everyone at WHINSEC and their families."

Rivero said FRG is geared mainly toward unity. "FRG ties together our personnel and brings them closer to their families, so that the families will have a better understanding of our missions and in return a channel of support," she said.

Some of FRG activities include helping the families of deployed soldiers, assisting new personnel with sponsorship, organizing events such as the Easter Egghunt and volunteering at a local school, sending flowers to congratulate births and assisting personnel who have had a death in the family.

For more information on meetings or contributing to the Family Readiness Group, contact Capt. Madeline Rivero via email at Madeline.Rivero@benning.army.mil

Upcoming events scheduled for FRG:

- WHINSEC Yard Sale, Aug. 14
- Thanksgiving celebration, TBA
- Holiday party for children, TBA

Quote of the quarter:

"You should seek to help others, no matter the rank of a person or how someone has treated you. If you give you will receive. The person you least expect to receive anything from could be the one person who could come to your rescue someday."

Capt. Madeline Rivero, HHC Commander

WHINSEC salutes its outstanding Soldiers



*Staff Sgt. Jorge Avalos
NCO of the Quarter,
1st Quarter, Cycle 2004*



*Spc. Bertha Whipkey
Soldier of the Quarter,
1st Quarter, Cycle 2004*



*Staff Sgt. Oscar Lorenzано
NCO of the Quarter,
2nd Quarter, Cycle 2004*



*Spc. Aerial Johnson
Soldier of the Quarter,
2nd Quarter, Cycle 2004*

Hemispheric Conference educates students

by Spc. Adrian A. Lugo
ELH Photo Editor

Seven regional experts along with two authorities of the Western Hemisphere Institute for Security Cooperation took part in four panel discussions with U.S. military and foreign students at the institute April 22-23.

The conference afforded both groups — at times with help from interpreters — the opportunity to openly discuss hemispheric security issues. Commandant Col. Gilberto Perez opened up the conference and said that he expected the event to be full of spirited educational discourse and an opportunity to stress the importance of solidifying security relationships with countries throughout the hemisphere.

The first group of panelists, Dr. Russell Ramsey, guest professor for WHINSEC from Norwich University, and Dr. Veronica Serafina, U.N. Economic and Social Council representative from Paraguay, discussed “Theoretical Views: Military Forces in Emerging Democracies, and Economic Roles.”

A specialist in defense spending, Serafina seemed to capture the audience’s attention the most when she spoke on such things as opportunity cost and efficient defense spending and expounded theories on the cost of narco-trafficking to economies of emerging democracies. Ramsey also seemed to engage the audience with his thoughts on the structure of law enforcement and military forces throughout the Americas.

Their panel discussion drew in the most questions and made for the longest “Q&A” session of the entire conference — lasting more than a half-hour. Questions raised by students ranged from border security and “How does it affect a nation’s economy?” to debate on “How can law enforcement and de-

fense agencies be merged to create a single agency for internal defense?”

The following panel touched on the topic “Political Aspects: Internal Democratization and Military-Police Boundaries.” Members of that panel were head of WHINSEC’s Advanced Studies Division and a State Department Foreign Service Officer, Anthony Interlandi, who presented statistics on the minimum number of police and military needed to ensure the peace in various democratic nations, and Dr. Thomas Whigham, an associate history professor from the University of Georgia who spoke on the pitfalls of military and police crossing jurisdictions such as the potential for “overlapping duties to brutality and a police state of affairs.”

The April 23 session had Dr. Hal Kearsley, Norwich University; Col. (retired) John Cope of the National Defense University; and Dr. Cesar Sereseres from the University of California at Irvine, discussing “Traditional Roles: Regional Defense Models and Uniformed Forces as National Symbols.”

“Newer Roles: Anti-terrorism Concepts, and Uniformed Forces as National Symbols” was the topic that closed the conference. Considering these issues were panelists Dr. Robert Buckman of the University of Louisiana at Lafayette, and Lt. Gen. (retired) Carmen Cavezza, Columbus (Ga.) City Manager and former CG for U.S. Army Infantry Center.

Overall, the sentiment shared by students seemed to be one of satisfaction with the conference. Maj. Hector Orlando, a Honduran infantry officer, and student in WHINSEC’s Peace Operations Course, said he found the conference to be “stimulating and engaging” and would “certainly take into consideration points from the conference, in (his) line of work.”



Summer Hires

Donterell Baldwin, Markisa Smith, Lucious Anderson and Latisha Brooks show off their Certificates of Appreciation presented by WHINSEC Commandant Col. Gilberto Pérez in his office July 15. They were presented these awards for their participation in the Institute’s teenage summer hire program, which aims at helping area students develop work experience, teamwork and résumé building. For more information on this program contact the WHINSEC Public Affairs Office at 706-545-1923.

Photo by Spc. Adrian A. Lugo

Glancing back at 2003-04 CGSOC events, accomplishments

by Dr. Donald B. Harrington
Dean of Academics

The June 4 graduation of the 2003-2004 Command and General Staff Officer Course marked the completion a very successful year under the guidance of Course Director Maj. Michael Dempsey. Throughout the yearlong course, ties of life-long friendships were forged, a common basis of doctrine, methods, joint-ness and interoperability established and the values of collegiality and cooperation enhanced.

The course began in July 2003 kicking off with Democracy and Human Rights Week that featured a conference on democracy, instruction by the International Committee of the Red Cross, guest speakers and a day at Andersonville National Historic Site and Prisoner of War Museum.

The Strategic Studies and Force Management blocks of instruction in August 2003 were worked around one of the course highlights, a week in Washington D.C., with visits to the Pentagon, Department of State, Holocaust Museum and other important venues. Emphasis was put on the importance that the world and WHINSEC place upon democratic values, rule of law and human rights.

Upon returning from Washington D.C., the students immersed themselves into the Tactics block that would last until late December 2003. Massive amounts of material were taught, discussed,



learned and, at the end, worked out in a major exercise. The only break granted was a few days in September in which students and faculty participated in Hispanic Heritage Month by giving local schoolchildren a taste of the culture and treating colleagues to an even more delicious taste of regional cuisine at the Bocadillas Night.

After the holiday break, students were divided into two sections for the History and Leadership blocks of instruction interspersed with a week of electives. Electives this year included Hemispheric Security taught by Dr. Russell Ramsey, Peacekeeping by Maj. Jose Negron, Civil-Military Operations by Lt. Col. Josh Melendez and Developmental Economics by Department of State Chair Anthony Interlandi. In March, the Security and Economics electives were repeated along with the addition of an intensive week of English and Span-

ish language instruction.

The second largest block of instruction in the course was Strategy, under the direction of Marine Corps Maj. Jaime Collazo. Students were required to go beyond tactics and to instead integrate strategy into their operations. The culminating exercise tied these concepts and requirements together in time for the second major trip of the year, visits to SOUTHCOM, CENTCOM, SOCSOUTH and Blount Island, Fla., where the students observed a Marine Corps pre-positioning program.

After the trip, the students returned revitalized for the final stretch of the course that included more instruction on History and Leadership, Strategy and participating in the two-day Hemispheric Security Conference April 22-23. Weeks later, the largest CGSOC in WHINSEC history would cross the stage and receive diplomas and honors.

Grads, from page 1

plishing this and I know in my heart you can do this.”

Huber also spoke of the importance trust plays in leadership.

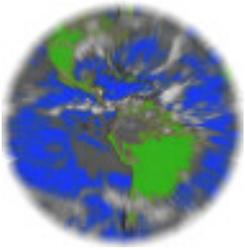
“It is written that the first casualty of war is innocence. I propose to you that if there is another casualty it is trust.

Once you lose trust in your fellow members it is something you will never regain, and you should fight ‘til your last breath to maintain that trust.”

He ended with the words “¡Vaya con dios! (God speed!)” after congratulating the class on their accomplishment.

During the ceremony, 12 class members received master’s degrees. Nine

earned a Master of Science in Management from Troy University; one earned a Master of Education in Sports Management from Troy University; one earned a Master of Arts in Human Resources Development from Webster University; and one earned a Master of Science in Administration from Central Michigan University.



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Newsletter of the...

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47

Tug-o-War



Above and Right: *Noncommissioned Officer Professional Development Course Students battle it out by squads during a tug-o-war competition at the Headquarters, Headquarters Company building on July 9. Before the games, the students received their weekly weekend safety briefing from the HHC Commander, Capt. Madeline Rivero, before competing. The winning squad received coupons for a free value meal from Burger King.*

Photos by Spc. Bertha Whipkey, Education Technology

