



# CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-J8  
DISTRIBUTION: A

CNGBI 8000.01A  
16 June 2025

## NATIONAL GUARD STUDIES PROGRAM

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for the National Guard Studies Program (NGSP) in accordance with reference a, reference b, and reference c.
2. Cancellation. This instruction cancels and replaces its previous version, Chief of the National Guard Bureau (CNGB) Instruction 8000.01, 29 March 2021, "National Guard Studies Program."
3. Applicability. This instruction applies to the National Guard Bureau (NGB).
4. Policy. It is NGB policy to assist the CNGB in fulfilling advisory responsibilities by developing, executing, and implementing research using an annual cycle of dedicated funding in support of the strategic direction of the National Guard (NG) through the NGSP. The NGSP research areas are explored for maximizing the Office of the Secretary of Defense Study Program and the use of Federally Funded Research and Development Centers (FFRDCs) in accordance with reference b and reference c.
  - a. General. The NGSP will coordinate with the NGB Joint Staff (NGBJS), Army National Guard (ARNG), and Air National Guard (ANG) to refine recommendations to the CNGB and senior NGB leadership on research opportunities that could impact the strategic direction of the NG by developing a unified NGB position on research areas to achieve strategic ends described in CNGB guidance, strategies, and plans. The States, Territories, and the District of Columbia can input NGSP study proposals through their respective NGBJS, ARNG or ANG representatives.
  - b. Organization. The NGSP uses the existing National Guard Enterprise Governance System process and timeline in accordance with reference d. The NGSP has three governing bodies: The Guard Planning Board (GPB), the Guard Management Board (GMB), and the In-progress Review Team.

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(1) The In-progress Review Team membership consists of the Director of Programs and Requirements (NGB-J8), or a designated representative, and the Study Sponsor.

(2) The Study Sponsor, in coordination with the FFRDC's representative, will present an In-Progress Review that includes current study status, next steps, major milestones, and any challenges to NGB-J8, or designated representative, 90 days after the Kick-off Meeting and 90 days thereafter.

c. NGSP Process. The NGSP follows a cycle that runs through proposal submission, proposal development, and timelines; study approval; Project Description endorsement; funding; and the study process (see Figure 1). NGSP studies should be strategic and aligned with the CNGB's priorities. The studies should be scoped so that the study can be completed in a timeline that allows for leadership decision making. The timeline in Figure 1 is estimated; actual timelines are dependent on each individual study topic, resource availability, and scoping.

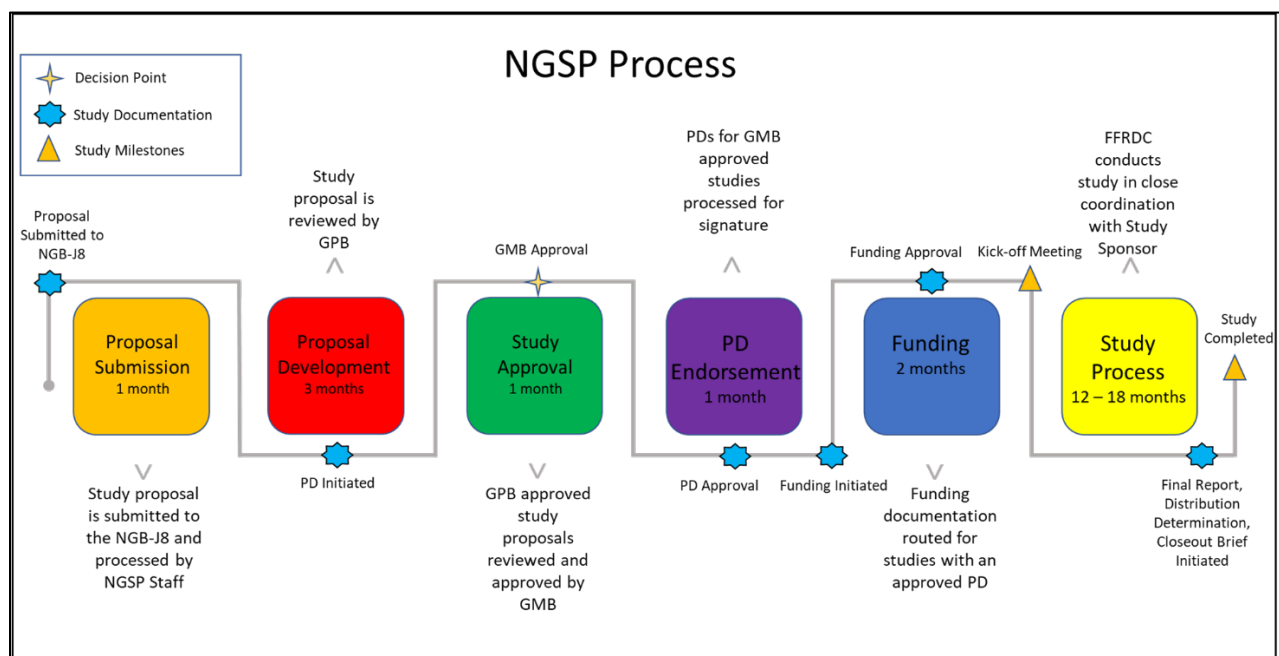


Figure 1. NGSP Process

(1) Proposal Submission. Study proposals and timelines will be sent to the NGB-J8 Vice Director and the NGB-J8 NGSP Manager following component general officer or Senior Executive Service-level approval. The study proposal will be reviewed and processed by NGSP staff for the National Guard Enterprise Governance System process for approval. The Study Proposal Submission Form is located at reference e. Study Sponsors may work through the NGSP manager to coordinate with FFRDC subject matter experts to provide technical and administrative advice.

(2) Proposal Development. The GPB will review and refine recommended study proposals and timelines to ensure the scope and desired objectives align with senior

leaders' strategic priorities. Following GPB approval, the study lead, in coordination with the NGB-J8 NGSP manager, will work with the FFRDC to draft the study Project Description. No government funding will be executed during proposal development.

(3) Study Approval. Study Sponsors will present GPB-approved proposals and timelines (with a refined Project Description) to the GMB for approval. The GMB will consider how the study could illuminate and reduce challenges in executing CNGB priorities.

(4) Project Description Endorsement. Upon GMB approval, the Study Sponsor and NGSP manager will prepare required documents and route for signatures.

(5) Funding. The NGB-J8 NGSP Manager will coordinate funding in accordance with prescribed NGB Directorate of Management and Administration Resource Management Office processes.

(6) Study Process. Upon full approval and funding, the study will be initiated with a Kick-off Meeting, allowing the FFRDC to move into the study execution phase.

(a) Kick-off Meeting. Upon study and funding approval, the Study Sponsor and FFRDC will conduct an official kick-off meeting to initiate the study.

(b) Study Execution. During the study, the Study Sponsor will coordinate closely with the FFRDC on project timelines and status.

(c) Close Out. Upon FFRDC completion of the study, the Study Sponsor will coordinate with the NGB-J8 NGSP manager to develop the close out brief. The close out brief will be presented to the GMB for review and to determine internal or external follow-on actions. The FFRDC will develop the final report and will coordinate with the Study Sponsor for approval and distribution determination.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. Changes to this instruction include a complete revision of the NGSP approval process as well as updating the roles and responsibilities.

8. Releasability. This instruction is approved for public release; distribution is unlimited. It is available at <<http://www.ngbpmc.ng.mil>>.

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9. Effective Date. This instruction is effective upon publication and must be reviewed annually by the Proponent/Office of Primary Responsibility and must be revised, reissued, canceled, or certified as current every ten years.



STEVEN S. NORDHAUS  
General, USAF  
Chief, National Guard Bureau

Enclosures:

- A -- Responsibilities
- B -- References
- GL -- Glossary

## ENCLOSURE A

## RESPONSIBILITIES

1. CNGB. The CNGB retains the authority to provide leadership and strategic guidance for the NGSP or may delegate the authority to the Vice CNGB, as necessary. A designated representative of the CNGB may annually approve fiscal year funding for the NGSP.
2. Directors of the ARNG and ANG. The Directors of the ARNG and ANG will:
  - a. Secure the respective ARNG Directorate and ANG Directorate annual fiscal year funding commitment as approved by the CNGB.
  - b. Sign Project Descriptions for studies when the Study Sponsor is within their respective component.
  - c. Designate a component Study Sponsor Office of Primary Responsibility with primary and alternate points of contact for study support and execution.
  - d. Ensure the FFRDC has sufficient access to staff and Government data to complete NGSP studies within their respective organizations.
3. NGB Director of Staff. The NGB Director of Staff will:
  - a. Secure the NGBJS annual fiscal year funding commitment as approved by the CNGB.
  - b. Sign Project Description for studies when the Study Sponsor is within the NGBJS.
  - c. Ensure the FFRDC has sufficient access to the staff and Government data required to complete NGSP studies within the NGBJS.
4. NGB Vice Director of Staff. The NGB Vice Director of Staff will provide recommendations and discussion regarding NGBJS studies to the GPB.
5. NGB-J8. The Director of NGB-J8 will:
  - a. Implement the NGSP in accordance with this instruction and any other guidance the CNGB may wish to issue.
  - b. Produce and manage administrative documents required to provide funding to the selected FFRDC for all approved Project Descriptions.
  - c. Review study proposals to determine whether the study topics were previously addressed, internally or externally.

- d. Determine whether internal NGB assets can complete the study proposal.
  - e. Review the Project Descriptions, provide concurrence and transmit them to the appropriate component for signature. After the component signature is collected, route the Project Descriptions to the FFRDC for signature.
  - f. Provide final approval for changes to study scope, schedule, and deliverables that the FFRDC agrees to perform without additional funding.
  - g. Participate in Department of Defense advisory group meetings on FFRDCs, as appropriate.
  - h. Coordinate with the Office of the Secretary of Defense, the Joint Staff, or other agencies for cosponsors and additional funding for NGSP studies.
  - i. Coordinate funding with the ARNG Directorate, ANG Directorate, and NGBJS, as required, in accordance with annual fiscal year funding commitments.
  - j. Monitor and track NG nominations to and outcomes from the Army and Air Force studies processes in accordance with reference c, reference f, and reference g.
  - k. Designate the NGSP Manager.
  - l. Monitor and track studies and analyses conducted internally or externally to the NGB, as well as studies sponsored by organizations internal or external to the Department of Defense.
  - m. Monitor, track, and support NGB-approved NGSP studies from submission development through study close out.
  - n. Provide NGSP sponsor orientation training.
  - o. Assist the NGB staff with formulating, developing, and preparing study topics, and ensure study timelines are relevant for NG study outcomes.
  - p. Coordinate literature reviews for proposed NGSP studies.
  - q. Coordinate with the FFRDC to conduct NGSP studies.
  - r. Coordinate study closeout with the FFRDC, Study Sponsor, and GMB, as necessary.
6. NGB Directors. NGB Directors will designate a directorate Study Sponsor office of primary responsibility with primary and alternate points of contact for study support and execution. Through directorate Study Sponsor offices, NGB Directors will:
- a. Prepare and provide a study proposal in accordance with the CNGB NGSP planning guidance.

- b. Coordinate with the FFRDC to develop a Project Description for GPB-approved study proposals.
- c. Act as the study point of contact and coordinate NG efforts to support the execution and implementation of approved Project Descriptions.
- d. Ensure primary and alternate points of contact coordinate and execute NGSP studies with the performing FFRDC.
- e. Include the NGB-J8 NGSP points of contact on all written communications with the FFRDC during Project Description development and throughout the study lifecycle.
- f. Provide the FFRDC with sufficient access to staff and Government data required to complete NGSP studies.
- g. Provide initial approval of changes to study scope, schedule, and deliverables that the FFRDC agrees to perform without additional funding and submit it to the NGB-J8 for final approval.
- h. Obtain GMB approval for changes to NGSP studies requiring additional funding.
- i. In coordination with the study leader from the FFRDC, present an In-Progress Review to NGB-J8 at least every 90 days.
- j. Coordinate with the NGB-J8 NGSP manager and FFRDC for developing the study closeout brief. Coordinate with the FFRDC for developing and approving the final report and distribution determination.

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## ENCLOSURE B

## REFERENCES

PART I. REQUIRED

- a. Department of Defense Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017
- b. Department of Defense Directive 5135.02, 15 July 2020, "Under Secretary of Defense for Acquisition and Sustainment (USD(A&S))"
- c. Department of Defense Instruction 5000.77, 31 January 2018, "DoD Federally Funded Research and Development Center (FFRDC) Program," Incorporating Change 3, 13 December 2019
- d. Chief of the National Guard Bureau Directive-Type Memorandum CNGB-DTM 5004.00, 30 July 2024, "National Guard Enterprise Governance System"
- e. Study Proposal Submission Form, [https://armyeitaas.sharepoint-mil.us/sites/NGB-J8/SitePages/Joint-Capabilities-and-Planning-Division-\(J81\).aspx](https://armyeitaas.sharepoint-mil.us/sites/NGB-J8/SitePages/Joint-Capabilities-and-Planning-Division-(J81).aspx), accessed 24 April 2025
- f. Department of the Air Force Policy Directive 90-16, 16 March 2023, "Studies and Analysis"
- g. Department of the Air Force Instruction 61-201, 30 November 2020, "Management of Scientific and Technical Information (STINFO)" (as amended by MEMO DAFI61-201\_DAFGM2024-01, 10 APRIL 2024)

PART II. RELATED

- h. Title 10 United States Code Section 4126, "Use of Federally Funded Research and Development Centers"
- i. Federal Acquisition Regulation 2025-03, Part 6.302-3, 17 January 2025, "Industrial Mobilization; Engineering, Developmental, or Research Capability; or Expert Services"
- j. Federal Acquisition Regulation, Part 35.017, "Federally Funded Research and Development Centers"
- k. Defense Federal Acquisition Regulation Supplement, Part 235.017, "Federally Funded Research and Development Centers"
- l. Chief of the National Guard Bureau Instruction 5100.01A, 24 March 2023, "National Guard Strategic Planning System"



## GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CNGB	Chief of the National Guard Bureau
FFRDC	Federally Funded Research and Development Center
GMB	Guard Management Board
GPB	Guard Planning Board
NG	National Guard
NGB	National Guard Bureau
NGB-J8	National Guard Bureau Programs and Requirements Directorate
NGBJS	National Guard Bureau Joint Staff
NGSP	National Guard Studies Program

PART II. DEFINITIONS

Project Description -- A contract for the study that is vetted with the Federally Funded Research and Development Centers and includes Title, Background, Objective, Statement of Work, Schedule, Deliverables, and Estimated Costs. The Project Description is signed by the Component-Level Study Sponsor, the National Guard Bureau Programs and Requirements Directorate, and the Federally Funded Research and Development Center prior to initiating any study.

Study Proposal -- A description of a challenge or opportunity caused by the lack of knowledge; it includes key questions crafted to bolster research and investigation along with the benefits envisioned from such queries and analysis.

Study Sponsor -- An organization at the division level, or above, that acts as the study lead for a given study proposal and as the office of primary responsibility for approved studies during the execution phase.