



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-ES
DISTRIBUTION: A

CNGBI 8100.01A
23 June 2025

NATIONAL GUARD CONFERENCE POLICY

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for planning, approving, hosting, and attending National Guard (NG) and non-NG conferences or training events, including virtual events, hereinafter referred to as “events,” in accordance with (IAW) reference a through reference i.
2. Cancellation. This instruction cancels and replaces its previous edition, Chief of the National Guard Bureau (CNGB) Instruction 8100.01 29 September 2014, “National Guard Conference Policy,” Validity extended to 27 March 2020.
3. Applicability. This instruction applies to the Office of the CNGB, National Guard Bureau (NGB) NGB Joint Staff, Army National Guard (ARNG), Air National Guard (ANG), and the NG of the States, Territories, and the District of Columbia.
4. Policy. It is NGB policy to ensure all events hosted by the NG or involving NG attendance are related to official duties, NG missions, and objectives; adhere to applicable laws and regulations; and promote responsible fiscal stewardship. NG events must be planned in a manner that safeguards Federal appropriations and ensures event expenses are appropriate, necessary, and minimizes cost to the taxpayers.
 - a. Mission-Related Attendance. Attendee participation at NG events, including support staff, must be directly related to official duties and demonstrate a benefit to the NG.
 - b. Advance Planning. The NG should take advantage of cost-saving measures such as early registration and advance travel bookings. NG approval authorities should pre-approve the planning of recurring events to achieve efficiencies in event review processes and to promote the ability to carry out their mission or training schedule in an effective manner. Pre-approving an event does not exclude it from meeting approval from the formal staffing process.

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c. Event Venues, Lodging, and Classified Events. Government and military facilities must be the first choice in planning an event. Seek guidance from the appropriate approval authority on the use of selected NG facilities.

(1) Venues. Facilities for event venues include auditoriums, classrooms, halls, readiness centers, armories, conference centers, and base theaters. Non-Government, commercial, or off-post facilities will only be used as event venues when Government or military venues are more expensive or otherwise insufficient to meet the event's requirements, or when an overriding operational consideration requires non-Government venues. Personnel will take public perception of event activities into consideration. The use of resort-like venues for events will be scrutinized.

(2) Lodging. Consideration of non-Government, commercial, or off-post lodging is permissible only when event expenses comply with (and do not exceed the limits set forth in) the Federal Travel Regulations requirements on lodging expenses and per diem reimbursement, when Government or military lodging is insufficient to meet the event's requirements, or when an overriding operational consideration requires non-Government lodging.

(3) Classified Events. IAW reference i, the venue selected must follow all Department of Defense (DoD) guidance for protecting classified information disseminated at an event.

d. Prohibited Event Expenses. Do not use appropriated funds for entertainment-related expenses for NG events. Examples include hiring musicians or other entertainers (except for Armed Forces bands and choruses, or military musicians), or procuring extraneous promotional items, decorations, or other goods and services for participants that are unrelated to the purpose of the event, procuring tickets to recreational activities outside of the event setting, or using appropriated funds to produce non-substantive audio or visual materials. In addition to NG or DoD conference policy, reference b is used for navigating questionable expenses. Coordinate with appropriate officials, including legal counsel, if there is any doubt as to the appropriateness of certain expenditures.

e. Approval Authorities. Approval authorities are designated by tiers based on event costs. See Table 1 and Table 2 for approval authorities based on tiers.

(1) Tier I. The CNGB is the approval authority for any events with a cost to the NG of \$500,000 or more and any conference that includes spousal attendance, regardless of cost. No further delegation is permitted. DoD organizations should not incur expenses greater than \$500,000 on a single event, unless the relevant approval official issues a waiver after determining that exceptional circumstances exist, and an event is the most cost-effective option to achieve a compelling purpose.

(2) Tier II. The Vice Chief of the National Guard Bureau (VCNGB), the DARNG, and the DANG are the approval authorities for NG-hosted and non-DoD hosted events

that cost between \$100,000 and \$500,000 total across the NG, IAW reference j. No further delegation is permitted.

(3) Tier III. The Adjutants Generals (TAGs) or the Commanding General of the District of Columbia (CG) are the approval authorities for NG-hosted, State events costing less than \$100,000. For NGB-hosted events, the approval authorities are general officers and members of the Senior Executive Service (SES). For NGB Level events costing less than \$20,000, the approval authority will be the Division Chief. See Enclosure A for responsibilities. For Non-DoD hosted events that cost the NG less than \$100,000 and more than \$3,000 per attendee or more than \$600 per day per attendee, the approval authorities are those officials at the grade of Lieutenant Colonel (O-5) or General Schedule-14 and at least one level above supervisors with normal temporary duty approval authority. State events must be held within that State and only encompass personnel within the State as the primary attendees. Briefers from outside the State (for example, NGB attendees) may need to submit a request to attend the event if travel and attendance exceeds an aggregate cost of \$20,000.

(4) Non-DoD. For Non-DoD hosted events that cost the NG less than \$100,000, less than \$3,000 per attendee, and less than \$600 per day per attendee, the approval authorities are supervisors with normal temporary duty approval authority.

Tier	Level	Cost Thresholds	Approval Authorities
Tier I.	NGB Level	Greater than \$500,000 or with Spousal Attendance	CNGB
Tier II.	NGB Level	Between \$100,000 and \$500,000	VCNGB, DARNG, DANG
Tier III.	NGB Level	Less than \$100,000	General officers and members of the SES
Tier III.	State Level	Less than \$100,000	TAG or the CG
	NGB Level	Less than \$20,000	Division Chief

Table 1. Hosting an Event or Attendance at a DoD Event

Tier	Host	Cost Thresholds	Approval Authorities
Tier I.	Non-DoD	Greater than \$500,000	CNGB
Tier II.	Non-DoD	Between \$100,000 and \$500,000	VCNGB, DARNG, DANG
Tier III.	Non-DoD	Less than \$100,000 and more than \$3,000 per person or more than \$600 per day per person	TAG or the CG, O-6 or O-5, General Schedule-14 or higher
Tier III.	Non-DoD	Less than \$100,000, less than \$3,000 per person, and less than \$600 per day per person	Supervisors with normal temporary duty approval authority

Table 2. NG Attendance at a Non-DoD Event

f. Costs Per Day. All costs, including travel costs, must be averaged over every day on which a substantive portion of the event occurs. A “day” does not include days when only travel occurs or on which the only event activities are non-substantive, such as welcome receptions and social activities.

g. Exemptions and Training Event Determinations. IAW reference a, the approval authorities for exempting events as training events are general officers and members of the SES. All training event exemption requests with a cost of \$250,000 or more must be reviewed by the NGB General Counsel. The NGB Executive Secretariat (NGB-ES) Conference Management Branch will review all training event exemption requests, regardless of cost, for validation. The ANG and ARNG seek guidance for determination of approval from DANG or DARNG. The types of activities listed in Part IV paragraph 4 of reference a should not be considered conferences even if the event meets the general definition of a conference (See Glossary). Should an event be considered exempt from this guidance, organizations are expected to continue to apply strict scrutiny to NG’s participation and ensure the best use of Government funds and adherence with not only all applicable laws and policy, but the underlying spirit and principles. Other examples of training events include events listed in the Army Training Requirement and Resource System that are United States Army Training and Doctrine Command-approved, and the United States Air Force Military Personnel Data System.

h. Considerations that Require Enhanced Scrutiny.

(1) Non-Government Civilian Travel. IAW section 0305 of reference c, an invitational travel authorization (ITA) may be used to reimburse certain travel and transportation expenses for non-service members or civilian employees. ITAs must be issued judiciously to ensure prudent, proper, and ethical use of appropriated funds.

(a) Any spouse, family member, or civilian who is not a Government employee, such as a guest speaker or trainer, who travels at Government expense requires an ITA. The CNGB is the authorizing official for ITA requests for civilian travel, regardless of cost, which include Government-funded spouse or family member travel. ITA approval authority is delegated to TAG, O-8, or civilian equivalent IAW reference c.

(b) IAW reference c, all travel and transportation allowances must be necessary and reasonable in relation to the value of the direct service for the Government. Documentation certification should be provided to the traveler’s Action Officer in advance of travel. ITA travel to a conference will also include conference approval, if applicable.

(2) Co-sponsoring Events. The NG is a co-sponsor of an event when the NG develops the essential aspects of the event or provides substantial logistical support, or the NG provides 50 percent or more of the speakers at a single event. Co-sponsored events must abide by all applicable policies for hosting and attending events, as well as travel policies for all NG-hosted events.

(a) Personnel will comply with event reporting requirements to ensure transparency to the public. Personnel will maintain proper relationships with non-DoD and non-Federal entities (NFEs). Close involvement with the servicing legal office and the sponsor's designated ethics advisor is mandatory.

(b) Requesters and approval authorities must ensure personnel do not create the appearance of government impropriety, endorsement of the NFE, or preferential treatment provided to the NFE. Reference a requires written agreements for events co-sponsored with an NFE. These agreements must be reviewed by the sponsor's ethics official and the Office of General Counsel. Approval of the co-sponsorship agreement is separate and distinct from approval of the event.

(c) NG personnel may not officially endorse the NFE co-sponsors or activities. NG personnel may not show preferential treatment to similar NFEs that have a demonstrable interest in the subject matter of the event. No preferential treatment of one NFE over another is permitted. It must not appear that the NFE co-sponsor's role in, or support of, the event will improperly influence NG personnel in other official matters in which the NFE may have an interest. The event cannot be a profit-making endeavor for the NFE co-sponsors, including vendor exhibitions.

(d) When an NG activity co-sponsors an event and the co-sponsor incurs costs, the co-sponsor is permitted to collect registration fees from non-Government attendees to cover its costs. NG co-sponsors who collect fees from NG attendees and from NFEs, or commercial participants, will comply with the provisions in reference f. If a varied event fee structure is used, such as certain categories of attendees paying different amounts, no individual category of attendees will bear an unreasonable burden of the costs.

(e) IAW reference a, conferences may be jointly hosted by DoD units and organizations. Jointly hosted conferences should follow the process described in paragraph 9 of reference a. In planning conferences that are jointly hosted by the NG, and where the NG activity provides 50 percent or more of the attendees or costs, the NG should follow the same process as for an NG-hosted conference.

(3) Co-Locating NG Events Adjacent to NFE-hosted Events. The scheduling of a reoccurring NG event which satisfies an annual ongoing mission need, may be in close proximity of time and location to an NFE-hosted event, if it benefits the Government, but must remain separate and distinct from the NFE-hosted event.

(a) New NG events will not be subsequently manufactured and scheduled immediately before or after a preexisting NFE-hosted event ("bookended") for the purpose of using temporary duty travel to facilitate attendance at the NFE event. The NG event will not be scheduled, or a venue chosen to accommodate, benefit, facilitate, or promote attendance at an NFE event.

(b) NG events must be separate and distinct from NFE-hosted events which will not be planned or scheduled to coincide with NFE-hosted events. All official NG

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activities on the NG event agenda will only be held as part of the NG event and will not be scheduled or co-located in the same facility so that NG personnel must attend events a NFE is hosting. The NG will not solicit or accept free space or rooms from an NFE.

i. Exception to Policy. Requests for exceptions to policy will be submitted with the original packet to the appropriate approval authorities as designated by tier IAW reference a, and this instruction.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. There are substantive changes to this instruction IAW reference a, reference b, and reference c. This guidance has been moved from the NGB Programs and Requirements Directorate to the NGB-ES. Changes include adding virtual events to the conference policy, guidance for Classified events, and requiring a Division Chief as the approval authority for hosting or attending a DoD event at the Tier III level for events less than \$20,000. It also includes the annual Conference Dall Call and pre-approval requirement with corresponding responsibilities. Exemptions and training event determinations now include specific language for the dollar threshold of \$250,000 that requires review by the NGB General Counsel. It also establishes that ARNG and ANG seek approval for training exemption determination from the DARNG and the DANG. Guidance for State events is also provided in this instruction.

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

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



STEVEN S. NORDHAUS
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Chief, National Guard Bureau

Enclosures:

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

ENCLOSURE A

RESPONSIBILITIES

1. CNGB. The CNGB will approve all Tier I conference requests and all conferences with spousal attendance.
2. VCNGB, DARNG, or DANG. The VCNGB, the DARNG, or the DANG will approve all Tier II conference requests.
3. General Officers and SES Members. General officers or SES members who serve as heads or chiefs for events proposed by their organization or activity will approve Tier III conference requests; seek further guidance from the DARNG or the DANG for general officer or SES-level approval authority.
4. NGB-ES Conferences Management Branch. The NGB-ES Conferences Management Branch will:
 - a. Submit Data Calls for final approval no later than 01 June of the prior fiscal year.
 - b. Review proposed event requests and coordinate with Action Officers to determine if event exemptions apply that would result in the event not being considered an event, even if the event meets the definition of an event and thus removing the need to staff a conference request packet.
 - c. Review NGB-level conference request packets for compliance and recommend, through formal staffing, to the approval authority whether to approve requests for exemption from this instruction.
 - d. Verify, through formal staffing, that request packets contain information required IAW applicable conference policy before forwarding for legal review.
 - e. Return deficient request packets for correction, with an explanation of the deficiencies. Efficiently provide corrections for submission of a completed packet within ten business days.
 - f. Advise Action Officers, as requested and appropriate, as subject matter experts on conference policy. Assist in the staffing of Exception to Policy requests which accompany (and do not precede) conference request packets.
 - g. Meet quarterly to assess the effectiveness and uniform application of this instruction.
 - h. Review the event after-action report for compliance.
 - i. Complete reporting requirements.

j. Maintain electronic records of the approval memorandum and its request packet for no less than five years.

k. Act as the primary point of contact during all internal and external audits of NG event activities.

l. Maintain this instruction and its manual, including future revisions, in compliance with higher-level authorities.

5. Office of the NGB General Counsel. The Office of the NGB General Counsel will:

a. Provide legal reviews within ten business days of requests for authorization to host or attend an event and for exemption requests from this instruction that require approval by an NGB official, including all requests involving spouse or family member travel and training event exemptions for \$250,000 or more.

b. Review letters of intent created during the planning process for events that require approval by an NGB official.

c. Advise United States Property and Fiscal Officers (USPFOs) on conference policy, as requested and appropriate.

6. NGB Office of Acquisitions and State-level Purchasing and Contracting Offices. The NGB Office of Acquisitions and State-level Purchasing and Contracting Offices will provide contracting support for all supplies and services ancillary to events above the Government Purchase Card authorized threshold (for example, conference meeting space, audiovisual support, and shuttle service) IAW applicable Federal procurement laws and regulations.

7. Office of the NGB Inspector General. The Office of the NGB Inspector General will:

a. Have access to all event files to view information related to completed events.

b. Advise NGB leadership on events at the request of approval authorities.

8. NGB Directorate of Management and Administration Resource Management Office and ARNG and ANG Finance Office. The NGB Directorate of Management and Administration Resource Management Office and ARNG and ANG Finance Office will:

a. Review all NGB Joint Staff, ARNG, and ANG request packets for compliance before routing to the Office of the NGB General Counsel.

b. Ensure the costs associated with the events are acceptable and within reason based on the programmed current year organizational budget.

9. TAGs and CG. TAGs and the CG will:

- a. Review, approve, and sign State, Territory, and District of Columbia event requests in accordance with authorities specified in this instruction.
- b. For events hosted in a Government or military facility, further delegate approval authority, in writing, to a general officer in the State.

10. State Judge Advocates. The State Judge Advocates will provide timely legal reviews of State-level requests for authorization to host or attend an event; State-level requests for exemption from this instruction; and review of letters of intent created during the planning process for events requiring State-level approval.

11. Heads of Directorates and Equivalents. Heads of Directorates of the NGB Joint Staff, ARNG, ANG, Office of the CNGB, and their State-level equivalents will:

- a. Review, approve, and sign event requests in accordance with this instruction.
- b. Appoint an Action Officer to plan events.
- c. Define the concept of each event.
- d. Review, approve, and submit all events for pre-approval through the fiscal year Data Call submission.
- e. Budget for event travel, per diem, security, facilities, and other costs in the annual agency budget request and if required, forward documentation to the resource manager for commitment of funds for the competitive procurement of the conference facility or support contracts IAW applicable timelines.
- f. Report planned attendance at DoD and non-DoD events by individuals within the directorate.

12. NGB Comptroller. The NGB Comptroller will:

- a. Review all request packets for compliance before routing to the Office of NGB General Counsel.
- b. Advise USPFOs as requested and appropriate regarding this instruction and manuals.
- c. Receive all State and Territory Tier I and II conference events and submit to the annual NGB-ES Conference Management Branch, Conference Data Call for pre-approval.

13. USPFOs. The USPFOs will:

- a. Review event request packets for compliance before packets are presented to approval authorities.
- b. Verify that attendance complies with travel policy.
- c. Return deficient event request packets for correction, explaining deficiencies.
- d. Review and report requests for attendance at DoD and non-DoD events through the Task Management Tool process.
- e. Assist the NGB-ES Conference Management Branch in preparing and submitting an annual report for all events.
- f. Seek guidance from the Office of the NGB General Counsel regarding legal issues for final determination and alert the NGB-ES Conference Management Branch about those issues.
- g. Complete Conference Data Call for all Tier I, II and III level events. Tier I and Tier II events will be forwarded to the NGB Comptroller for submission to the NGB-ES Conferences Management Branch, Conference Data Call.

14. Activity Resource Managers and Budget Officers. The activity resource managers and budget officers for events will:

- a. Coordinate funding authorization and commitment with the appropriate comptroller's office.
- b. Coordinate appropriate acquisition actions with the NGB Office of Acquisitions.
- c. Coordinate for reimbursable authority and collect event fees when appropriate.

15. Action Officers. Action Officers will:

- a. Provide approval authorities with request packets that meet the requirements established in this instruction.
- b. Respond to all deficiencies noted by conference management offices, legal counsel, or USPFOs prior to providing request packets to approval authorities.
- c. Submit event request packets as follows:

(1) At the NG level, to appropriate NGB-ES Conference Branch at least 120 days prior to the event start date. Failure to submit packets at least 120 days prior to the event start date of the event will require an exception to policy. Requests for exceptions to policy will be submitted with the original packet to the appropriate approval authorities as designated by tier IAW reference a.

(2) At the State level, to the USPFO and State Judge Advocate IAW State-level procedures and timelines.

d. Seek guidance throughout the approval process from appropriate legal counsel and the NGB-ES, as needed.

e. Provide an after-action report, including all event costs, to approval authorities and NGB-ES Conference Management Branch no later than ten business days after the end of approved events. Failure to provide an after-action report, IAW reference a, may result in future rejection of a similar event.

16. Approval Authorities. Approval Authorities will:

a. Approve or disapprove event request packets for authorization to host and attend events.

b. Ensure all event requests are thoroughly reviewed for compliance with this instruction and its manual; DoD conference policy; and all applicable laws, regulations, and policies, such as travel and ethics. Focus areas include event purpose; justification; funding; contracts; cost-benefit analysis; attendees; registration fees; refreshments and any food items; honoraria or speaker fees; per diem and any provided meals; and all estimated costs.

c. Approve only those requests that are demonstrated as beneficial to the NG and appropriately related to attendees' official duties, are cost-effective, and are in the best interests of the NG, DoD, the United States Government, and taxpayers.

ENCLOSURE B

REFERENCES

PART I. REQUIRED

- a. Department of Defense (DoD) Memorandum, 26 June 2016, "Department of Defense Conference Guidance, Version 4.0"
- b. 41 Code of Federal Regulations, Title 41, Subtitle F, Chapter 301, Subchapter D, Part 301-74, "Conference Planning"
- c. DoD Joint Travel Regulations, 01 June 2025, online at: Joint Travel Regulations Defense Travel Management Office <<https://www.travel.dod.mil/Policy-Regulations/Joint-Travel-Regulations/>>, Section 0305 "Invitation to Travel," accessed 23 June 2025
- d. DoD Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017
- e. DoD Instruction 5105.04, 06 August 2007, "Department of Defense Federal Advisory Committee Management Program"
- f. Title 10 United States Code (U.S.C.), Section 2262, "Department of Defense Conferences: Collection of Fees to Cover Department of Defense Costs"
- g. 48 Code of Federal Regulations, Federal Acquisition Regulation, Subchapter E, Subpart 31.205-46, "Travel Costs"
- h. Title 10 U.S.C. § 1588, "Authority to Accept Certain Voluntary Services"
- i. DoD Manual 5200.01, Volume 3, 24 February 2012, "DoD Information Security Program: Protection of Classified Information," Incorporating Change 3, 28 July 2020
- j. Under Secretary of Defense (Comptroller), DoD Financial Management Regulation, DoD 7000.14-R, Volume 14, * May 2023, "Administrative Control of Funds and Antideficiency Act Violations"

PART II. RELATED

- k. Title 5 U.S.C. § 5703, "Per Diem, Travel, and Transportation Expenses; Experts and Consultants; Individuals Serving Without Pay"
- l. Title 31 U.S.C. § 1353, "Acceptance of Travel and Related Expenses from Non-Federal Sources"
- m. Title 31 U.S.C. § 1342, "Limitation on Voluntary Services"

- n. Title 31 U.S.C. § 3302, "Custodians of Money"
- o. Army Regulation 380-28, 13 August 2018, "Army Sensitive Compartmented Information Security Program"

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CG	Commanding General of the District of Columbia
CNGB	Chief of the National Guard Bureau
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DoD	Department of Defense
IAW	In accordance with
ITA	Invitational travel authorization
NFE	Non-Federal entity
NG	National Guard
NGB	National Guard Bureau
NGB-ES	National Guard Bureau Executive Secretariat
SES	Senior Executive Service
TAG	The Adjutants General
USPFOs	United States Property and Fiscal Officers
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

Activity -- The sub-organization hosting the event.

Actual Expense Allowance -- An amount for actual and necessary expenses when the per diem allowance for a particular area is inadequate.

After-Action Report -- A report consisting of both qualitative and quantitative data on an event; required within ten business days after every event.

Approval Authority -- An official who may approve event request packets.

Conference -- Is defined in the Joint Travel Regulations as “[a] meeting, retreat, seminar, symposium, or event that involves attendee travel”. In addition to travel, indicators of a conference often include registration fees, a published substantive agenda and scheduled speakers or discussion panels, multi-day agendas, and affiliated social events. Individual events may qualify as events without meeting all these indicators but will generally meet some of them.

Exempt -- An event that does not require Department of Defense reporting in accordance with reference a must still be reviewed by the Conference Management Branch prior to execution for final determination.

Exemptions to Conferences -- All exemptions and training event requests must be reviewed by the Conference Management Branch prior to execution for final determination. As set forth in reference a, the types of activities that are not considered to be conferences, which include: meetings necessary to carry out statutory command and staff oversight functions; meetings to consider internal agency business matters; meetings necessary to carry out planning or execution of operational or operational exercise activities or pre-deployment, deployment, or post-deployment activities; bilateral and multi-lateral international cooperation engagements; formal classroom training; change of command, official military award, funeral, or other such ceremonies; events where the primary purpose of Department of Defense's participation is military or civilian recruiting or recruitment advertising; and meetings of advisory committees in accordance with reference a subject to reference e.

Host -- The organization that allocates funds towards executing the event or is responsible for developing the substantive aspects of the event or provides substantial logistical support. Also known as "sponsor."

National Guard Conference -- An event with sufficient indicators of a conference hosted or sponsored by a National Guard activity. The National Guard is considered the host when it plans or funds the event. Generally, most participants will be National Guard personnel, and the topic or purpose will be specific to the National Guard.

Resource Manager -- An individual whom activities consult regarding resources, budgeting, and funding. The resource manager may be at varying levels, depending on the organization and structure of a particular directorate.

Statutory Volunteers -- Individuals providing voluntary services in accordance with reference h.

Training -- Command or leader-driven instruction, guidance, or coaching to establish, enforce, or improve mission-essential task proficiency for the individual Service member or at the unit and organization level. These activities include courses of instruction.

Venue -- The building, campus, or physical setting where an event is conducted. Venue may include hotel ballrooms or hotel conference spaces, convention or conference centers, auditoriums, classrooms, halls, readiness centers, armories, and base theaters, not the city and State.

Virtual Event -- An event that is computer based and occurs at a remote site through Government-approved platforms.