



CHIEF OF THE NATIONAL GUARD BUREAU INSTRUCTION

NGB-J8
DISTRIBUTION: A

CNGBI 8000.01
29 March 2021

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 the references.
2. Cancellation. This instruction cancels and replaces Chief of the National Guard Bureau Instruction (CNGBI) 9551.01, 13 November 2013, "National Guard Bureau Research Oversight Council Charter."
3. Applicability. This instruction applies to the National Guard Bureau (NGB).
4. Policy. It is NGB policy to assist the Chief of the National Guard Bureau (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 leveraging the Office of the Secretary of Defense Study Program and the use of Federally Funded Research and Development Centers (FFRDCs) in accordance with references b and c.
 - a. General. The NGSP provides 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.
 - b. Organization. The NGSP consists of four governing bodies: the Studies Decision Board (SDB), the Study Selection Integrated Process Team (SS-IPT), the Study Implementation Plan Team, and the In-progress Review Team.
 - (1) SDB. SDB membership consists of the Director of Programs and Resources/Comptroller (NGB-J8), who convenes the SDB and participates as a non-voting member, the NGB Director of Staff (NGB-DS), the Deputy Director of the Army National Guard (ARNG) (DDARNG), the Deputy Director of the Air National Guard (ANG) (DDANG), and the Deputy Director of National Guard Bureau Space Operations (NGB-SO) (DDNGB-SO) who are all voting members. The Director of the Chief's Action Group attends as a non-voting member.

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(2) SS-IPT. SS-IPT membership consists of O7-level representatives designated by the NGB-DS, DDARNG, DDANG, DDNGB-SO and NGB Programs and Resources/Comptroller Directorate (NGB-J8).

(3) Study Implementation Plan Team. Study Implementation Plan Team membership consists of O5-level representatives designated by the NGB-DS, DDARNG, DDANG, DDNGB-SO and NGB-J8.

(4) In-progress Review Team. Membership consists of the NGB-J8, or their designated representative, and the study sponsor.

c. Annual NGSP Cycle. The NGSP follows an annual cycle that runs through a solicitation for proposals, proposal development, approval, and, finally, funding. The goal is to have final, approved Project Descriptions no later than 01 September to ensure they are ready for execution as soon as funding becomes available in the next Fiscal Year.


(1) Solicitation. No later than 30 January of each year, the CNGB will issue guidance describing the priorities for the development of study proposals. The SS-IPT will collect study proposals from the components and provide to the NGB-J8 NGSP Manager, after their components leadership has approved their study submissions.

(2) Study Development and Selection. After the CNGB NGSP guidance is released, the SS-IPT will develop, refine, and select recommended study proposals in direct coordination with the FFRDC. This process will generally run through early summer.

(3) Study Approval. Once the SS-IPT has voted on the study proposals for recommendation, study sponsors, in coordination with the tentative study lead from the FFRDC, will present them to the SDB for approval and a decision on funding scope. The SDB will consider how the study could illuminate and reduce challenges in executing CNGB priorities. The SDB will then submit those proposals, along with recommended funding levels, to the CNGB for final approval.

(4) Project Description Refinement and Signature. Upon CNGB approval, the study sponsor and the study lead from the FFRDC will refine the Project Description and submit it to the NGB-J8 for review. When the NGB-J8 review is complete, the Project Descriptions will be routed for signature to the appropriate SDB member, back to the NGB-J8, then to the FFRDC, and finally to the contracting office for execution.

5. Definitions. See Glossary.
6. Responsibilities. See Enclosure A.
7. Summary of Changes. This instruction incorporates updated roles and responsibilities.
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 revised, reissued, cancelled, or certified as current every five years.



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Enclosures:

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

ENCLOSURE A
RESPONSIBILITIES

1. CNGB. The CNGB, or their designated representative, will provide leadership and strategic guidance for the NGSP and annually approve fiscal year funding for the NGSP.
2. NGB-DS. The NGB-DS will:
 - a. Participate as a voting member of the SDB.
 - b. Secure the NGB Joint Staff (NGBJS) annual fiscal year funding commitment as approved by the CNGB.
 - c. Ensure the FFRDC has sufficient access to the staff and government data required to complete NGSP studies within the NGBJS.
 - d. Designate a component office of primary responsibility with primary and alternate points of contact (POCs) for study support and execution. Designate an O7 to serve as a member of the SS-IPT to advocate study proposals sponsored by the NGBJS.
 - e. Sign Project Descriptions approved by the NGB-J8 for studies within the NGBJS.
 - f. Provide appropriate O5-level representatives to each Study Implementation Plan Team based on the study sponsor recommendation, as required.
3. Director of Programs and Resources/Comptroller (NGB-J8). The Director of NGB-J8 will:
 - a. Implement the NGSP in accordance with this instruction, the annual CNGB NGSP Guidance, and any other guidance the CNGB may wish to issue.
 - b. Convene the SDB, serve as a SDB Chair, and participate in the SDB as a non-voting member.
 - c. Provide oversight and ensure the SDB executes CNGB guidance. Manage the NGSP to help support development of future NG capabilities in accordance with the CNGB's Strategic Concept/Guidance.
 - d. Develop guidance for submission of NGSP study proposals. Submit final guidance through the electronic tasking system for Directorate general officer-level initial screening, and approval of sponsor's recommended studies.
 - e. Schedule SDB meetings, assemble and distribute briefing materials, and record and disseminate meeting minutes.
 - f. Invite members and additional participants to SDB meetings, as appropriate.

- g. Report the SDB's prioritized recommendation of the studies for funding to the CNGB.
- h. Provide periodic updates to NGB senior leadership on studies under way, as appropriate.
- i. Document, organize, and catalog study proposals submitted by NGB functional areas.
- j. Produce and manage administrative documents required to provide funding to the selected FFRDC for all approved project descriptions.
- k. Review study proposals to determine whether the study topics were previously addressed, internally or externally.
- l. Determine whether internal NGB assets can complete the study proposal.
- m. Approve the Project Descriptions and transmit them to the appropriate SDB member for signature. Sign it after that signature is collected and route the Project Descriptions to the FFRDC for signature.
- n. Provide final approval for changes to study scope, schedule, and deliverables that the FFRDC agrees to perform without additional funding.
- o. Designate an O7 to chair the SS-IPT. This individual will schedule SS-IPT meetings, assemble and distribute briefing materials, and record and disseminate meeting minutes.
- p. Participate in Department of Defense (DoD) advisory group meetings on FFRDCs, as appropriate.
- q. Coordinate with Office of the Secretary of Defense, the Joint Staff, or other agencies for cosponsors and additional funding for NGSP studies.
- r. Coordinate funding from the ARNG Directorate, ANG Directorate, and NGBJS in accordance with annual fiscal year funding commitments.
- s. Monitor and track NG nominations to and outcomes from the Army and Air Force studies processes in accordance with references c through e.
- t. Monitor and track studies and analyses conducted internally or externally to the NGB, as well as studies sponsored by organizations internal or external to DoD.
- u. Monitor, track, and support NGB-approved NGSP studies from submission development through study closeout.
- v. Approve, monitor, track, and provide support for the NGB-approved Study Implementation Plan process upon completion of NGSP studies.

- w. Provide NGSP sponsor orientation training.
 - x. Assist the NGB staff with formulating, developing and preparing study topics.
 - y. Coordinate literature reviews for proposed NGSP studies.
 - z. Coordinate with the FFRDC to conduct NGSP studies.
4. Director of the Chief's Action Group. The Director of the Chief's Action Group will:
- a. Attend the SDB as a non-voting advisor.
 - b. Designate a primary and alternate representative for the SS-IPT to provide insights on CNGB and VCNGB topics of interest.
5. Director of the ARNG, Director of the ANG and Director of NGB-SO. The Director of the ARNG, the Director of the ANG and the Director of NGB-SO will:
- a. Secure the respective ARNG Directorate, ANG Directorate or NGB-SO Directorate annual fiscal year funding commitment as approved by the CNGB.
 - b. Designate the respective ARNG, ANG or NGB-SO Deputy Director as a member of the SDB.
6. DDARNG, DDANG and the DDNGB-SO. The DDARNG, the DDANG and the DDNGB-SO will:
- a. Serve as voting members of the SDB.
 - b. Designate a component office of primary responsibility with primary and alternate points of contact (POCs) for study support and execution. Designate one O7 from the ARNG, one O7 from the ANG and one O7 from the NGB-SO to serve as members of the SS-IPT to develop and advocate study proposals sponsored by their respective organizations.
 - c. Ensure the FFRDC has sufficient access to staff and government data to complete NGSP studies within their respective organizations.
 - d. Provide appropriate representatives to each Study Implementation Plan Team based on the study sponsor recommendation, as appropriate.
7. Study Sponsors. Study sponsors will:
- a. Prepare and provide a study proposal in accordance with the CNGB NGSP annual planning guidance. Obtain general officer-level approval of study proposal by the first General Officer or Senior Executive Staff within the sponsor's chain of command.

- b. Coordinate with the FFRDC to develop a Project Description for SDB-approved study proposals.
- c. Act as the study POC and coordinate NG efforts to support the execution and implementation of approved Project Descriptions.
- d. Ensure primary and alternate POCs coordinate and execute NGSP studies with the performing FFRDC.
- e. Ensure primary and alternate POCs attend NGSP sponsor orientation training prior to approved study initiation.
- f. Include the NGB-J8 NGSP POCs on all written communications with the FFRDC during Project Description development and throughout the study lifecycle.
- g. Provide the FFRDC with sufficient access to staff and government data required to complete NGSP studies.
- h. 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.
- i. Obtain appropriate SDB approval for changes to NGSP studies requiring additional funding.
- j. In coordination with the study leader from the FFRDC, present an IPR to NGB-J8 at least every 90 days.
- k. Designate a Study Implementation Plan Team (05 level) lead from the office of primary responsibility and develop a recommended Study Implementation Plan Team composition to assess study recommendations. Provide the recommended Study Implementation Plan Team composition to the NGB-DS, Director of the ARNG, and Director of the ANG.
- l. Produce a proposed Study Implementation Plan for approval by the NGB-J8.
- m. Brief the SDB on the results of the Study Implementation Plan Team assessment of the study recommendations and the Study Implementation Plan.
- n. Provide a standalone briefing to the CNGBI on completed study outcomes, the results of the Study Implementation Plan Team assessment of the study recommendations, and the Study Implementation Plan.
- o. Provide periodic updates to the SDB on the Study Implementation Plan implementation as described in the NGB-J8 approved Study Implementation Plan.

8. Study Implementation Plan Team. The Study Implementation Plan Team will:
 - a. Review completed NGSP studies, including findings and recommendations.
 - b. Prioritize NGSP study recommendations and determine the lead organization for each study recommendation.
 - c. Develop an integrated Study Implementation Plan proposal and provide it to the study sponsor.
9. In-progress Review Team. The study sponsor, in coordination with the FFRDC's representative, will present an In Progress Review to the NGB-J8 at least every 90 days.

ENCLOSURE B

REFERENCES

PART I. REQUIRED

- a. DoD Directive 5105.77, 30 October 2015, “National Guard Bureau (NGB),” Incorporating Change 1, 10 October 2017
- b. DoD Directive 5135.02, 15 July 2020, “Under Secretary of Defense for Acquisition and Sustainment (USD(A&S))”
- c. DoD Instruction 5000.77, 31 January 2018, “DoD Federally Funded Research and Development Center (FFRDC) Program,” Incorporating Change 3, 13 December 2019
- d. Air Force Policy Directive 90-16, 26 July 2018, “Studies, Analyses, and Assessments”
- e. Air Force Instruction 90-1603, 27 September 2019, “Studies Management and Registration”

PART II. RELATED

- f. Title 10 United States Code (U.S.C.), Section 2304(c)(3)(B), <<https://govinfo.gov/content/pkg/USCODE-2011-title10/html/USCODE-2011-title10-subtitleA-partIV-chap137-sec2304.htm>>, accessed on 24 February 2021
- g. 10 U.S.C. § 2367, “Use of Federally Funded Research and Development Centers”
- h. Federal Acquisition Regulation (FAR), Part 6.302-3, “Industrial Mobilization; Engineering, Developmental, or Research Capability; or Expert Services”
- i. FAR, Part 35.017, “Federally Funded Research and Development Centers”
- j. Office of the Secretary of Defense Studies and FFRDC Management Office, April 2013, “Engagement Guide, Department of Defense University Affiliated Research Centers (UARC)s”
- k. Defense FAR Supplement, Part 235.017, “Federally Funded Research and Development Centers”
- l. Army Regulation AR 5-21, 29 June 2018, “RAND Arroyo Center”
- m. Chief of the National Guard Bureau Instruction 5100.01, 26 January 2017, “National Guard Strategic Planning System”

GLOSSARY

PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CNGB	Chief of the National Guard Bureau
CNGBI	Chief of the National Guard Bureau Instruction
DDANG	Deputy Director of the Air National Guard
DDARNG	Deputy Director of the Army National Guard
DDNGB-SO	Deputy Director of National Guard Bureau Space Operations
DoD	Department of Defense
FFRDC	Federally Funded Research and Development Center
NG	National Guard
NGB	National Guard Bureau
NGB-DS	National Guard Bureau Director of Staff
NGB-J8	Director of Programs and Resources/Comptroller
NGBJS	National Guard Bureau Joint Staff
NGB-SO	National Guard Bureau Space Operations
NGSP	National Guard Studies Program
POC	Point of Contact
SDB	Studies Decision Board
SS-IPT	Study Selection Integrated Process Team

PART II. DEFINITIONS

Study Implementation Plan -- An action plan that details the steps or approach that the National Guard Bureau intends to take in order to realize those study recommendations (or variations thereof) deemed worthy of implementation by the cognizant authority.

Out-of-Cycle Study -- Any study that is presented outside the annual National Guard Studies Program cycle; relevancy requires initiation prior to the next study cycle and an approved funding source.

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 and implementation phases.

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

Project Description -- A description, more detailed than a study proposal, of the study as a project that is vetted with the Federally Funded Research and Development Centers and includes Title, Background, Objective, Statement of Work, Schedule, Deliverables, and estimated Costs.