

NGB-ART (350)

25 July 2001

MEMORANDUM FOR THE ADJUTANTS GENERAL OF ALL STATES, PUERTO RICO, THE VIRGIN ISLANDS, GUAM, AND THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

SUBJECT: (All States Log Number I00-0109) Fiscal Year 2010 National Guard (NG) Advanced Distributed Learning (ADL) Strategic Plan

1. The NG ADL Strategic Plan provides vision, values, mission, goals and objectives to move the ADL program through the next decade. Its direction should be followed closely as each State, Territory and the District of Columbia seeks to implement Distributed Learning (DL) programs. (Enclosure 1)
2. National Guard members are not often afforded sufficient time and a convenient location to complete required readiness training. To meet this challenge, the Air National Guard (ANG) and Army National Guard (ARNG) are installing technology-based training systems across the nation in an effort to enhance training and education capability. The combined capabilities of National Guard Bureau (NGB) Distributive Training Technology Project, the ARNG's GUARDNET XXI, and the ANG Warrior Network serve the growing numbers of students, enhance recruiting and retention, enable time and travel savings, augment individual skills, and most importantly, improve readiness.
3. The Adjutants General coordinate this plan through both ARNG and ANG State staffs, and individual unit commanders, to ensure obligations and requirements for both components and the local communities are accurately reflected in each subordinate State level ADL plan. Each STARC/State Headquarters should aggressively implement this successful training program, and align their plans to make this a joint ARNG/ANG system that benefits all soldiers and airmen.
4. This memorandum will expire 30 July 2002, unless sooner rescinded or superseded.
5. Points of contact COL David Germain, Chief, Training Division, DSN 327-7311 or 703-607-7311 or Col Karen Wingard, Chief Training and Education Division, DSN 327-5922 or 703 607-5922.

Encl
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National Guard ADL Strategic Plan The National Guard Advanced Distributed Learning Strategic Plan August 2000

Executive Summary

In August 1999 and at the direction of the Director, Army National Guard (ARNG), the Director, Air National Guard (ANG) and the NGB CIO, the requirement for the development of a Joint, Army and Air, National Guard Advanced Distributed Learning (ADL) Strategic Plan was established. The purpose of the strategic plan is to provide guidance to joint National Guard Advanced Distributed Learning initiatives, which are synchronized with the Department of Defense (DoD) Strategic Plan for ADL, DoD ADL Implementation Plan, The Army Distributed Learning Program (TADLP), Air Force Distance Learning (DL) Road Map, and the Army Guard and Air Guard distributed learning plans.

The enclosed ADL Strategic Plan provides the vision, values, mission, goals and objectives to move the National Guard ADL program through the next decade. The Joint National Guard strategic plan was developed within the guiding principals of:

- flexibility to meet individual state needs
- customer focus
- joint (ARNG and ANG) planning

The Vision of the National Guard ADL Strategic Plan is:

“Optimize human performance by providing state-of-the-art learning, anytime/anywhere, in support of America.” This vision statement incorporates the changing nature of learning and the full contribution ADL can make to Guard members and their communities through shared use.

The National Guard ADL Strategic Plan affirms the Values of the National Guard Bureau, the Army National Guard and the Air National Guard and



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states the Mission for the National Guard Advanced Distributed Learning as:
“By 2010 the National Guard will provide Advanced Distributed Learning throughout the force anytime/anywhere to improve readiness; support federal and state missions; and enhance communities through shared use.”

Based upon the above, the plan identifies seven goals that must be accomplished to carry out the mission and to achieve the vision. Objectives, essential tasks that must be accomplished in order to achieve the goal, are identified for each of the goals. The National Guard ADL Goals are:

- The culture of the National Guard at all levels understands and supports Advanced Distributed Learning (ADL).
- Advanced Distributed Learning (ADL) will be the primary learning delivery method for the NG.
- National Guard operational practices support learning anytime/anywhere.
- Advanced Distributed Learning (ADL) system components will be fully developed to support universal use.
- Partner with other federal, state, public and private agencies to leverage resources and information.
- Value-based decisions emphasize fiscal, resource, and environmental accountability and responsibility, thereby leaving a legacy of good stewardship for those who follow.
- All Advanced Distributed Learning (ADL) components are resourced.

The attached Strategic Plan for Advanced Distributed Learning will provide a framework to assist the National Guard in leveraging existing Distributed Learning programs; the Distributive Training Technology Project; and, the concept of shared use in the States.

The ADL Strategic Plan will support the Army and Air National Guard in their respective Services' preparation of the Program Objective Memorandums and input to the Department of Defense Planning, Programming and Budgeting System.



National Guard ADL Strategic Plan



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Background

To meet the learning requirements of the future force, the Secretary of Defense issued his training technology vision, “to ensure that DoD personnel have access to the highest quality education and training that can be tailored to their needs and delivered cost effectively, anytime and anywhere”

In tomorrow’s dynamic threat environment, America’s forces may have to deploy on a moment’s notice, often to conduct operations that cannot be adequately predicted and for which they have not planned or practiced. Future forces must be highly adaptive, learning forces that organize to meet threats effectively and rapidly. As increased training requirements, diverse missions, environmental constraints, and the shrinking training resources reduce the National Guard’s training capability, more effective, responsive, and less costly ways must be found to deliver training to soldiers/airmen, in transit, at their units, homes or any duty station. Advanced Distributed Learning has been demonstrated to provide higher and longer learning retention at lower cost than conventional training¹. Nevertheless, a complete training strategy includes virtual, live, and constructive training in the form of ADL, resident education, and a combination of both, as appropriate, to ensure optimum learning (e.g., education, training, and performance support) and ultimate personnel readiness.

Advanced Distributed Learning can have a significant impact upon recruiting and retention. The availability of remedial training can raise the number of applicants eligible to join the Guard. The presence of high technology shared use can make more people favorably aware of the Guard. The availability of military and professional development can allow more members to remain in the Guard with professional and military advancement.

¹ Objective research is not definitive, but the Army Research Institute has documented such results for some ARNG distance learning.



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Both the Army and the Air National Guard have recognized that “classroom/instructor centric” training alone will not meet the needs of personnel readiness, nor the DoD vision as stated above, and are developing a National Guard Distributed Learning Implementation Plan that is moving the National Guard toward a “learner/student centric” environment.

This National Guard Advanced Distributed Learning Strategic Plan will provide a common focus (vision, mission, goals and objectives) to enable the National Guard to leverage emerging technologies and to change from classroom/instructor centric’ instruction to ‘learner centric’, student-centered learning delivered at the students’ locations and schedules.



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Vision

Optimize human performance by providing state-of-the-art learning, anytime/anywhere, in support of America.

State-of-the art implies that delivery, technology and learning content will consistently be improved to meet National Guard requirements . Anytime/anywhere literally means any duty station (garrison or deployed), at home, in transit, or in classrooms at the learners' convenience. National Guard distributed learning resources will be available to Guard members, their families, and their communities as directed by Chief, National Guard Bureau (NGB).



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Values

We support and affirm the values of the National Guard.



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Mission

By 2010 the National Guard will provide Advanced Distributed Learning throughout the force anytime/anywhere to improve readiness; support federal and state missions; and enhance communities through shared use.

Who: Every Member of the National Guard and their Communities

What: Advanced Distributed Learning

When: By 2010

Where: Anywhere

Why: Improve readiness, support state and federal missions, and enhance local communities



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Goals & Objectives

1. Goal - The culture of the National Guard at all levels understands and supports Advanced Distributed Learning (ADL).

1.1 Objective - By FY02 training time scheduled for ADL will be protected from training distracters/inhibitors.

The local availability of members to perform scheduled training time will have the same priority as operational and administrative tasks. Leaders must ensure that ADL training time is protected to the same extent as resident training time.

1.2 Objective - By FY02 re-engineer training forecast process from a classroom centric model to learner centric model.

The classroom centered model funds a specific number of classes and schedules specific students into specific slots in a given class. The student centered model must recognize that the student may not attend any class, but must be funded for the time and resources used to accomplish the learning objective.

1.3 Objective - By FY01 promotion and assignment policies ensure ADL course completion is equal to resident course completion.

Both established policy and informal practices must be blind to the differences between ADL and resident training.

1.4 Objective - By FY04 demonstrate success in critical areas to speed acceptance of ADL guard-wide.

The documentation and publication of success in a broad area such as the complete requirements of a specific function will foster earlier adoption of ADL by other areas of application. For example, the recent demonstration projects with the aviation-helicopter-mechanic and the multiple-launch-rocket-system crewman courses provide lessons learned that ADL can apply on a wider scale.



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1.5 Objective - By FY02 members may be compensated for ADL.

Learners must be compensated for the time required to accomplish required training whether in a resident classroom, a unit drill, or alone in an advanced distributed learning situation.



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2. Goal - Advanced Distributed Learning (ADL) will be the primary learning delivery method for the NG.

2.1 Objective - By FY10 provide accessibility to learning anytime/anywhere.

The current infrastructure of fixed classrooms will evolve into learning access without walls. National Guard members will be able to access learning from their homes, workplaces, during travel; alone or in groups; with necessary access to instructors, mentors, and reference materials.

2.2 Objective – From FY01 ensure interoperability between new or redesigned National Guard ADL instructional platforms, media and tools.

Instructional materials will be able to be used independent of development and receiving platform.

2.3 Objective - By FY03 ensure durability to withstand base technology changes without significant re-coding or redesign.

Developed courseware and other instructional materials will not have to be modified or be made obsolete by modernization of the delivery infrastructure.

2.4 Objective - By FY03 ensure reusability between applications, platforms, and tools.

Base learning modules can be used in multiple courses by a variety of delivery media, across computing/display platforms irrespective of the tool set used for development or delivery.



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2.5 Objective - By FY04 ensure cost effective increases in learning, personnel readiness and retention in terms of time and cost.

ADL will provide more learning per training hour and decrease the time and cost required for training development, thus improving personnel readiness and retention².

² Local availability of training means that it is more accessible, therefore those needing training can get it without taking time for resident training. The distance delivery of 67T has already allowed course completion at local sites thereby improving readiness and retaining personnel who would otherwise have left the Guard.



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3. Goal - National Guard operational practices support learning anytime/anywhere.

3.1 Objective - In FY01 institute a process to define, ratify, and manage requirements.

Requirements will change to reflect changes in technology, force structure, missions, and training doctrine. These changes must be carefully managed to maintain durability, cost-effectiveness, and program affordability

3.2 Objective - Before FY01 implement a program to train everyone impacted by ADL about ADL.

Senior leadership must be familiar with ADL requirements, characteristics and attributes. Functional leaders must understand the impact and opportunities for their organizations. Trainers and students must have detailed specific knowledge to gain the best advantage of ADL capabilities.

3.3 Objective - By FY02 conduct business processes reviews to optimize use of technology and then appropriately adjust the business processes.

Drill times and schedules, travel, OPTEMPO, career progression, supervision and mentoring of National Guard members will require new ways of operating the Guard.



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4. Goal - Advanced Distributed Learning (ADL) system components will be fully developed to support universal use.

4.1 Objective - By FY05 use a Learning Management System that has the ability to manage learning components, track student progress, and completion/certification with other ADL conforming systems.

Learning management must move from the schoolhouses to the student, anytime/anywhere, across components and services, in conformance with Secretary of Defense leadership and guidance.

4.2 Objective - By FY06 learning products will be learner/student centric, with appropriate modality; and appropriately modular, accessible, interoperable, durable, reusable, and cost effective.

*Learning products will **be** developed, in the optimal media, which best support the individual student's pattern of learning and time availability. These products are independent of platform and specific delivery technology with elements shared with other products in a relatively low cost, rapid development environment.*

4.3 Objective - Before FY04 trained full-time support will be provided for ADL operations.

Developers, instructors, learning site planners and operators, schedulers, and student advisors will be in place and fully trained in the required aspects of ADL.



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5. Goal - Partner with other federal, state, public, and private agencies to leverage resources and information.

5.1 Objective - By FY01 capitalize on the interoperability between the Army National Guard and Air National Guard ADL systems.

Within and in support of the different federal missions, the National Guard will operate in a close, common, joint environment. Accordingly, the NGB CIO has established a Joint ARNG-ANG, Joint Staff DL IPT. Through collaboration a common set of learning delivery, command and control, and domestic operations support capabilities will be established.

5.2 Objective - By FY02 institutionalize collaboration within the National Guard and between the National Guard and other organizations to include courseware development, business practices, technology, and other initiatives.

The National Guard will be sharing resources and management, learning sites, courseware, lessons learned, practices and procedures with other federal, state and local organizations.

5.3 Objective - By FY01 increase resources to the states through joint ventures and other partnerships.

States can provide networks, learning sites, site use and management, and state funding in support of common goals. Federal agencies can provide learning material, interstate policy and practices, interagency cooperation, and federal funding for common goals.

5.4 Objective - By FY02 exploit jointness to eliminate redundancy in ADL operations.

NGB representatives (ARNG and ANG) sit on the DoD Total Force Distributed Learning Action Team which is chartered to ensure coordination of and eliminate redundancy among the various service/component DL implementation efforts.



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6. Goal – Value-based decisions emphasize fiscal, resource, and environmental accountability and responsibility, thereby leaving a legacy of good stewardship for those who follow.

6.1 Objective - By FY01 adopt knowledge management systems for ADL.

The services will benefit from the capability to push and pull data such as accessing ADL best practices and lessons learned. Successes will be documented and publicized such that other locations can use the knowledge to advance and enhance their own successes.

6.2 Objective - By FY01 acknowledge that people are our most important resource and hold all leaders accountable for leveraging Advanced Distributed Learning (ADL) in recruiting and retention efforts.

ADL can enhance recruitment by offering learning to improve the eligibility of more people and by bringing civilians into National Guard advanced technology sites. ADL can improve retention by providing more and easier opportunities for professional advancement and professional and personal development.



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7. Goal - All Advanced Distributed Learning (ADL) components are resourced.

7.1 Objective - By FY02 resource ADL system components (courseware development, hardware acquisition, facilities modernization, information infrastructure, manpower, and operations and maintenance) to maximize readiness.

Inadequate, uneven or inequitable funding of any of the components will drive that component to make the whole less effective and less efficient. As an example, new dedicated Distributed Learning classrooms cannot displace, but should be in addition to existing unit training classrooms.

7.2 Objective - In FY02 establish plans and programs in the Planning, Programming, Budgeting and Execution System (PPBES/PPBS) in accordance with Defense Planning Guidance to support modern training technology requirements that will be validated in the POM process.

Current Defense Planning Guidance directs that the services program for ADL. This guidance will be reflected in budgets and POM submittals.

7.3 Objective - By FY02 implement fiscal mechanisms, procedures and policies to facilitate integrated internal/external resourcing.

Capital funds, revolving funds, and mechanisms for common use of various federal and state funding sources will be established to support common requirements.

7.4 Objective - In FY02 program resources to meet ADL operations, sustainment and technology refreshment requirements supporting the Federal training mission.

ADL operations, maintenance, sustainment, and refreshment requirements that support the Federal training mission will be funded to reduce risk to National Guard programming. Shared usage of the ADL resources with our communities remains a major objective and income generated through shared usage will be used to offset expenses.



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7.5 Objective - By FY02 determine manning requirements to support the effective management of ADL from top to bottom.

Manpower policies and requirements will be reviewed and adjusted accordingly to satisfy ADL requirements within the National Guard Bureau, State Headquarters and ADL sites. Current experience indicates that these areas are ineffective without dedicated resources. Qualified dedicated support is essential to accomplish the Federal training mission. The amount and type of support will vary according to each state's requirements.



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Glossary

Advanced Distributed Learning (ADL) Advanced distributed learning leverages the full power of computer, information, and communication technologies through the use of common standards in order to provide learning that can be tailored to individual needs and delivered anytime-anywhere. Advanced Distributed Learning also includes establishing an interoperable “computer-managed instruction” environment that supports the needs of developers, learners, instructors, administrators, managers, and family. Advanced Distributed Learning encompasses all the methodologies mentioned above, and in addition, includes ongoing and expected improvements in learning methodologies.

Classroom/Instructor Centric Training conducted at a fixed location with all students in the presence of an instructor who controls the content, the schedule, and the pace of delivery.

Distributed/Distance Learning (DL) Distributed learning is structured learning that takes place without the physical presence of the instructor. Distributed Learning is enhanced with technology. It may draw upon resources which are physically distant from the location where learning is taking place and may include the use of one or more of the following media -- correspondence course materials, audio/videotapes, CD ROMs, audio/video-teletraining, interactive television, and video conferencing -- to provide right-time, right-place learning.

Distributive Training Technology Program (DTTP) The NGB demonstration network to all 50 States and four Territories. The Distance Learning Network (DLN) provides the infrastructure to support Distance Training Technology (DTT) as a primary mechanism for affordable delivery of readiness training and professional development for the National Guard. The network will include classrooms established with Federal funds and will connect many others established with State and private sector funds. Under the concept of shared usage, classrooms will be available for use by the civilian community when not actually in use by the National Guard.



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Goal An issue that must be resolved to carry out the mission and to achieve the vision.

Government Education and Training Network (GETN) A network of systems operated by a consortium of 17 federal agencies. GETN is comprised of 14 uplinks reaching out to over 1000 receive sites and offers high-quality, low-cost interactive television with virtually limitless distribution capability within the US and overseas.

GuardNet XXI A terrestrial asynchronous transfer mode telecommunications network currently serving as the backbone for ARNG distributed learning. GuardNet XXI is intended to become the sole, integrated infrastructure for all ARNG telecommunications requirements. GuardNet XXI now reaches classrooms across more than 150 Army National Guard sites within the US (including Alaska, Hawaii, the District of Columbia, and three territories).

Knowledge Management The process of creating, capturing, and using knowledge to enhance organizational performance and learning. Knowledge management focuses on broader communities that have common interests and /or goals.

Learner/Student Centric Training made available to each learner/student to take at a time, pace, and place controlled by the learner/student.

Mission Identification of the purpose and values of an organization. It identifies why an organization exists (purpose), the “business” an organization engages in to achieve this purpose, and the beliefs the organization’s members hold in common.

Objectives The essential tasks that must be accomplished in order to achieve the goal.

OPTEMPO Operations (Operating) Tempo is used by commanders to forecast and allocate funds for fuel and repair parts for training events and programs.

POM Program Objective Memorandum

PPBS/PPBES Planning, Programming and Budgeting System (DoD System) / Planning, Programming, Budgeting and Execution System (Army System).



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Shared Use The National Guard Bureau intends to permit the use of equipment of the National Guard Distance Learning Project by any person or entity on a space-available, reimbursable basis.

Values A description of the institutional core values in terms of their relevance to the Vision Statement. The values provide a foundation of common understanding upon which the group can build to achieve their goals and objectives.

Vision A description in words that conjures up a similar picture for each member of the group of the destination of the group's work together. It is a guiding image of success formed in terms of a contribution to society.

Warrior Network (WN) An interactive television network that consists of one-way video uplinks reaching receive-only downlinks with two-way audio interaction capability. WN uses compressed digital video, which greatly reduces the cost of transmission, but provides high quality, full motion video. WN now reaches classrooms across 202 Air National Guard sites within the US (including Alaska, Hawaii and three territories). Education and training programs are broadcast from uplinks at I.G. Brown Training and Education Center and Tyndall AFB with uplink capability from Andrews AFB expected shortly. WN is fully compatible with the Air Force's Air Television Network (ATN) and the Army's Satellite Education Network. These DoD networks are part of the larger federal government system, the Government Education and Training Network (GETN), which ATN pioneered.



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Methodology

The National Guard Advanced Distributed Learning (ADL) Strategic Plan was developed in a collaborative effort. A series of coordination meetings and a development workshop have been held to develop the Strategic Plan.

The first of two planned workshops was held over a period of five days at the Air National Guard Conference and Learning Center (CLC) facility at Andrews Air Force Base, MD. The purpose of the workshop was to gather National Guard members/representatives from both the Army and Air National Guard Components, and develop the basis of the ADL Strategic Plan.

Using electronic meeting technology and a facilitator, the group established and refined a National Guard Vision, defined ADL Value and Mission statements and identified associated goals and objectives supporting the strategic vision and mission.

The draft National Guard ADL Strategic Plan will be sent to all 54 states and territories for staffing, as well as within the NGB, ARNG and ANG.

After comments were received, a second workshop was held to provide another collaborative opportunity to review and provide input into the draft plan. This version is the result of that workshop.