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6 October 2020

NOTICE
AC/340-N(2020)0145 (R)

**PARTNERSHIPS AND COOPERATIVE SECURITY COMMITTEE (PCSC)
IN POLITICO-MILITARY FORMAT**

**COVID-19 DEFENCE EDUCATION
VIRTUAL BEST PRACTICES AND LESSONS LEARNED WORKSHOP
16-18 NOVEMBER 2020**

Note by the Acting Chairperson

1. The NATO Defence Education Enhancement Programme (DEEP) will conduct a three-day virtual workshop on 16-18 November 2020 to identify best practices and lessons learned by Allied and partner professional military education (PME) institutions in transforming education from residential to non-residential distance learning during the 2020 COVID-19 evolution.
2. This workshop, and a follow-on conference in Spring 2021, will contribute to the development of a NATO DEEP strategy to support virtual distance learning and associated implementation planning. A detailed concept paper is attached at Annex 1.
3. Delegations are invited to nominate their representatives, preferably from defence education institutions, Partnership Training and Education Centres, ministries of defence and/or ministries of foreign affairs.
4. In order to obtain guidelines on how to join the meeting, participants are kindly requested to register at <https://forms.gle/naKEJaUyoiYMmW1n9> **no later than Thursday, 12 November 2020**. A preliminary agenda is attached at Annex 2.

(Signed) Marc DI PAOLO



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CONCEPT PAPER
NATO DEFENCE EDUCATION ENHANCEMENT PROGRAMME (DEEP)
VIRTUAL STRATEGY AND PLANNING FOR PROFESSIONAL MILITARY EDUCATION
WAY AHEAD

1. Discussion: The development of a NATO DEEP strategy to support virtual distance learning and associated planning for implementation will be informed by one workshop and one conference, followed by the creation of implementation plans for each NATO DEEP country/school being supported.

2. Workshop (16-18 November 2020): Identify best practices/lessons learned from the experience of NATO Allied/partner professional military education (PME) schools in transforming education from residential to non-residential distance learning during the 2020 COVID-19 evolution.

2.1. Objectives:

- a) Enhance a DEEP community of interest/practice for distance learning education.
- b) Utilizing the transformation of NATO Allied and partner defence education from resident to distance learning during the COVID-19 evolution for the February-October 2020 period, identify:
 - Transformation processes utilized in defence education schools to shift from resident to distance learning;
 - Training required for the teaching faculty to be able to design and instruct distance learning courses;
 - Instructor and student receptivity to a new/different way of teaching and learning (virtual environment); and
 - Required technology to make it work for both the instructors and the students.
- c) Determine agreement for a DEEP way ahead, to include:
 - Additional training that will be required for teaching faculties;
 - Additional technology required for schools;
 - Conditions necessary to be present for future DEEP virtual workshops; and,
 - Additional training that will be required for DEEP expert providers.

2.2. Outcome: NATO after action report to be published detailing the best practices/lessons learned identified by the workshop working groups.

3. Conference (Spring 2021): Utilizing the findings of the November 2020 workshop, this conference would conduct panels to review papers drafted in the period between the two events that elaborated on the findings developed by the first workshop. The intent would be to determine how best to implement the first workshop's identified best practices/lessons learned in the three DEEP programme areas, including curriculum development (what to teach), faculty development (how to teach), and administrative and managerial processes

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(institutional adaptation) that would have to be applied for a PME schools' successful transformation to distance learning teaching. Working groups would be organized to come together to draft papers describing ways (courses of action) to implement the best practices/lessons learned; not simply identifying what they are, but the detailed work needed to move to implementation.

3.1. Objectives:

- a) Enhance a DEEP community of interest/practice for distance learning education;
- b) Utilizing the findings of the November 2020 NATO DEEP Virtual Distance Learning workshop, elaborate on each of the areas identified as a best practice/lesson learned. This would take place in sufficient detail to allow an academic institution to be able to actively leverage the findings for implementation;
- c) Ensure that best practices/lessons learned were present in all three programme areas, i.e. curriculum development, faculty development, and administration and management for a school; and,
- d) Ensure that all findings were placed in a publishable format.

3.2. Conference outcome: A NATO publication, similar to the NCO Reference Guidance, would be published containing best practices/lessons learned to be employed by a PME school for virtual distance learning transformation and potential courses of action that a PME school could take to implement those findings. Resources permitting, this reference guide would be combined with an online version. The publication would be structured into two main sections:

- a) The first containing both the best practices and lessons learned; and
- b) A section detailing how to implement them for a school.

4. NATO DEEP Strategy Formulation:

4.1. The findings of the Spring 2021 conference would be utilised to serve as the basis for the drafting of a NATO DEEP implementing strategy to support the development of virtual/blended PME.

4.2. This strategy would address both the potential courses of action available in each of the three addressed areas (curriculum development, faculty development, administrative and management) and the means (NATO DEEP resources) available to support Allied/partner school implementation

5. NATO DEEP Implementation Plans:

5.1. Based upon the NATO DEEP strategy for support to Allied/partner schools, the NATO DEEP Programme will draft an implementation plan for every Allied/partner school that was being supported for distance learning development.

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**COVID-19 Defence Education
Virtual Best Practices and Lessons Learned Workshop**

16-18 November 2020

AGENDA

MONDAY, 16 NOVEMBER 2020

All timing refers to the Central European Summer Time (CEST) zone.

Link and instruction on how to join video sessions will be generated upon registration of participants.

13.30-16.30 What Happened and Resulting Best Practices/Lessons Learned

Presentations (could be more than one for each):

- A. Transformation processes utilized in defence education schools to shift from residential to distance learning
- B. Training required for the teaching faculty to be able to design and instruct distance learning courses
- C. Instructor and student receptivity to a new/different way of teaching and learning (virtual environment)
- D. Required technology to make it work for both the instructors and the students

TUESDAY, 17 NOVEMBER 2020

**13.30-16.30 Working Group Breakout to Discuss the Way Ahead
(how DEEP can best support Allied/partner distance learning education
in the future)**

- A. Working Group 1: Best ways for a professional military education institution to transform/adapt distance learning.
- B. Working Group 2: Best ways to train faculty to be able to design curriculum and instruct it in a distance learning environment.

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- C. Working Group 3: Best ways to transform a specific lesson/course from residential to a distance learning format.
- D. Working Group 4: Technology needed for distance learning instruction.
- E. Working Group 5: Best ways to train faculty for the unique challenges associated with transforming/adapting English Language Training (ELT) to a virtual/blended learning environment.

WEDNESDAY, 18 NOVEMBER 2020

13.30-16.30 Way Ahead

- A. Working Group 1: Debrief.
- B. Working Group 2: Debrief.
- C. Working Group 3: Debrief.
- D. Working Group 4: Debrief.
- E. Working Group 5: Debrief.
- F. Current DEEP Support Tools Available/Being Developed: Brief on the DEEP ADL Portal and BBB, Educators Group Guide on School Transformation from Resident to Distance Learning, CT Reference Curriculum distance learning development.

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