



**SPACE GENERATION ADVISORY COUNCIL**  
**IN SUPPORT OF THE UNITED NATIONS**  
**PROGRAMME ON SPACE APPLICATIONS**

**Strategic Plan for 2021**

Prepared by  
Arnau Pons (Chair), Harriet Brettle (Co-Chair)  
and Davide Petrillo (Executive Director)

Endorsed by the SGAC Executive Committee

January 2021

## Foreword

As we plan our strategy for 2021, we want to reflect on the hard work and outstanding efforts from SGAC members, as well as our mission as the leading international space youth organisation. At this juncture, as the COVID-19 storm abates, we would like to transmit a strong message of hope for 2021 opening a new era for SGAC.

Undoubtedly, 2020 was a great challenge for us all. Yet, in SGAC members we saw strong glimpses of confidence in the future and persistence in front of adversity that have inspired us to go above and beyond. The message is clear - we must continue connecting our passionate members from all corners of the globe, and provide them a platform for growth to become the future beacons of the space community.

From SGAC, we adapted to COVID restrictions by pioneering new formats of online space events that maintain the essence of SGAC signature events. From webinars, to online workshops, summits, panels, space parties, trivia nights, we pursued every avenue to maintain our community connected and having fun. The boundless imagination of our team members demonstrated that we can keep our members close to each other as we gear up for resuming in-person events as circumstances permit. Furthermore, we launched new initiatives to continue inspiring our members, provide a diverse and inclusive environment, and support the growth of this great space family.

In 2020, SGAC needed to promote and support our global network of students and young professionals stimulating and propelling the creativity of our community. SGAC's members have done more than 100 webinars where we had a total attendance of more than 10,000 people connected from more than 120 countries. This has been and is an excellent opportunity to inspire the present and future workforce of the space sector, to provide opportunities to network and enable to exchange opinions and ideas in an international context.

Last year, SGAC organized SpaceGen United - SGAC's first online Global Congress. SpaceGen United saw 143 delegates from 53 different countries join together for a dynamic and engaging, nine-day programme which hosted 14 hours of keynote speeches. In addition, we hosted online the NextGen Summit in collaboration with IAF and ISEB where we joined forces together to bring a platform for the next generation providing inspiring opportunities and advice through a dedicated 4 hours live session with more than 40 speakers where 70% of them were women.

SGAC also held the SpaceGen Summit designed to provide a comprehensive and diverse programme that brought to the forefront pertinent topics across the current global space industry. SpaceGen Summit proved to be dynamic, stimulating, and fun. Furthermore, SGAC hosted a total of 9 Regional and Local events online with a specific exception on the SG[France] event that was held on-site as the situation in France remitted at that time. The event organisers followed health authorities' regulations and safety measures, so that the event was both successful and safe for all participants.

The SGAC community has continued to thrive through our Project Groups. In 2020, an outstanding cross collaboration between different SGAC Project Groups brought SGAC to being shortlisted as part of the 10 final winning projects of the Mars City Design Competition out of 176 applications received.

For the past twelve years, SGAC has released an annual strategic plan that sets the goals for the year ahead. This strategic plan for 2021 follows the same approach with an emphasis on the short and mid-term goals based on input from the SGAC teams. With the experience acquired experience from the past year, SGAC is gearing up with optimism and encouragement towards a better 2021 with a strong engagement and connection with our members and partners.

We wish to thank all those who have contributed to the strategic thinking of SGAC over the past year, especially the SGAC Executive Committee, the National Points of Contact and Project Group Co-leads, Event Managers, and our members. We would also like to thank our former Chairs and Executive Directors, along with the SGAC Advisory and Honorary Boards who continue to support us with their passion and advice.

All the very best for the year, and decade ahead.



Arnau Pons  
(Chair)



Harriet Brettle  
(Co-Chair)



Davide Petrillo  
(Executive Director)

## **Contents**

Foreword	<b>2</b>
Background	<b>5</b>
Vision and Mission	5
Governance	6
Activities	7
Events	7
Scholarships	9
Project Groups	9
Personal and Professional Development	10
Strategic Plan Framework and Environmental Analysis	<b>13</b>
Description of Strategic Plan Framework	13
Enablers	16
Themes of the Strategic Vision	17
Quality and Continuous Improvement	17
Sustainability and Growth	18
Global Impact of SGAC	18
Connecting the Space Community	18
SGAC in 2020	<b>19</b>
Vision for 2021	<b>20</b>
Near horizon – The one year view	20
Middle horizon – SGAC in 2026	21
Far Horizon – SGAC 2031	28
Appendix A – Quantitative Metrics for Measuring Progress	<b>30</b>
Appendix B – Vision 2020 Summary of Team Goals	<b>32</b>
Themes of the Strategic Vision	32

# Background

The Space Generation Advisory Council in Support of the United Nations Programme on Space Applications was conceived at UNISPACE III in 1999, where as part of the Vienna Declaration it was recommended "To create a council to support the United Nations Committee on the Peaceful Uses of Outer Space, through raising awareness and exchange of fresh ideas by youth. The vision is to employ the creativity and vigour of youth in advancing humanity through the peaceful uses of space".

Much has changed since then. SGAC was given permanent observer status at the UN Committee on the Peaceful Uses of Outer Space (COPUOS) in 2001 and has been a member of the UN Economic and Social Council (ECOSOC) since 2003. Initially managed by a volunteer Executive Officer, SGAC later evolved this role to a paid Executive Director position in 2009. Since then, 7 Executive Directors have served the organisation, and the organisation's network of members, volunteers and alumni has grown to encompass more than 15,000 persons with representation in more than 150 UN member states. In 2019, SGAC was able to hire a second full-time employee, the SGAC Operations Manager, to support the Executive Director and ensure the sustainability of the SGAC activities on the long run.

## ***Vision and Mission***

SGAC was formed to help reflect the voice of students and young professionals in space policy. According to our Statutes, the aim of the organisation is to implement the recommendation of the 'The Space Millennium: Vienna Declaration on Space and Human Development' which aims "to create, within the framework of the Committee on the Peaceful Uses of Outer Space, a consultative mechanism to facilitate the continued participation of young people from all over the world, especially women and citizens of developing countries, in cooperative space-related activities". This declaration was adopted by the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III) held in Vienna from 19 to 30 July 1999 and endorsed by the Fifty-fourth Session of the United Nations General Assembly on 11 February 2000 (A/RES/54/68).

SGAC's vision is to: employ the creativity and vigour of youth in advancing humanity through the peaceful uses of space.

SGAC's mission is to:

- Provide a dynamic forum in which students and young professionals can expand their knowledge of international space policy issues, build networks and think creatively about the future direction of humanity's use of space
- Enable our members to share their thoughts, views and opinions on international space policy topics through events, projects and travel support programs,
- Undertake projects on key topics of relevance to international space policy and our members, raising awareness among the next generation of space professionals about the global scale of space activities
- Present the views of students and young professionals from around the world on space policy topics (gathered through the means above)
- Provide members with opportunities for personal and professional development through volunteering with the SGAC team

All SGAC activities are designed to feed into this mission, and help achieve our organisational objectives.

### ***Governance***

SGAC is governed in accordance with a set of Statutes and Bylaws, updated annually. The SGAC Statutes provide the framework for the operation of the organisation, while the Bylaws provide further information and mechanisms for improved operation.

According to the SGAC Bylaws, the highest governing body of the organisation is the SGAC Executive Committee, an elected body comprising two Co-Chairs and 12 Regional Coordinators (2 from each SGAC region). While voting on matters is restricted to the elected Executive Committee members, Coordinators of different teams, and the SGAC Executive Director also take part in the meetings of the Executive Committee. These Team Coordinators, along with the Executive Director, the Operations Manager, and members of standing teams within the Executive Committee form the SGAC Executive Office. The SGAC Executive Committee receives input and guidance from the SGAC Advisory and Honorary Boards.

The SGAC Regional Coordinators are elected by the National Points of Contact, which act as SGAC representatives in their respective states. In order to coordinate activities without a specific national focus, SGAC has created project groups led by 2-3 project group co-leads. Fig. 1 summarizes the SGAC governance structure.

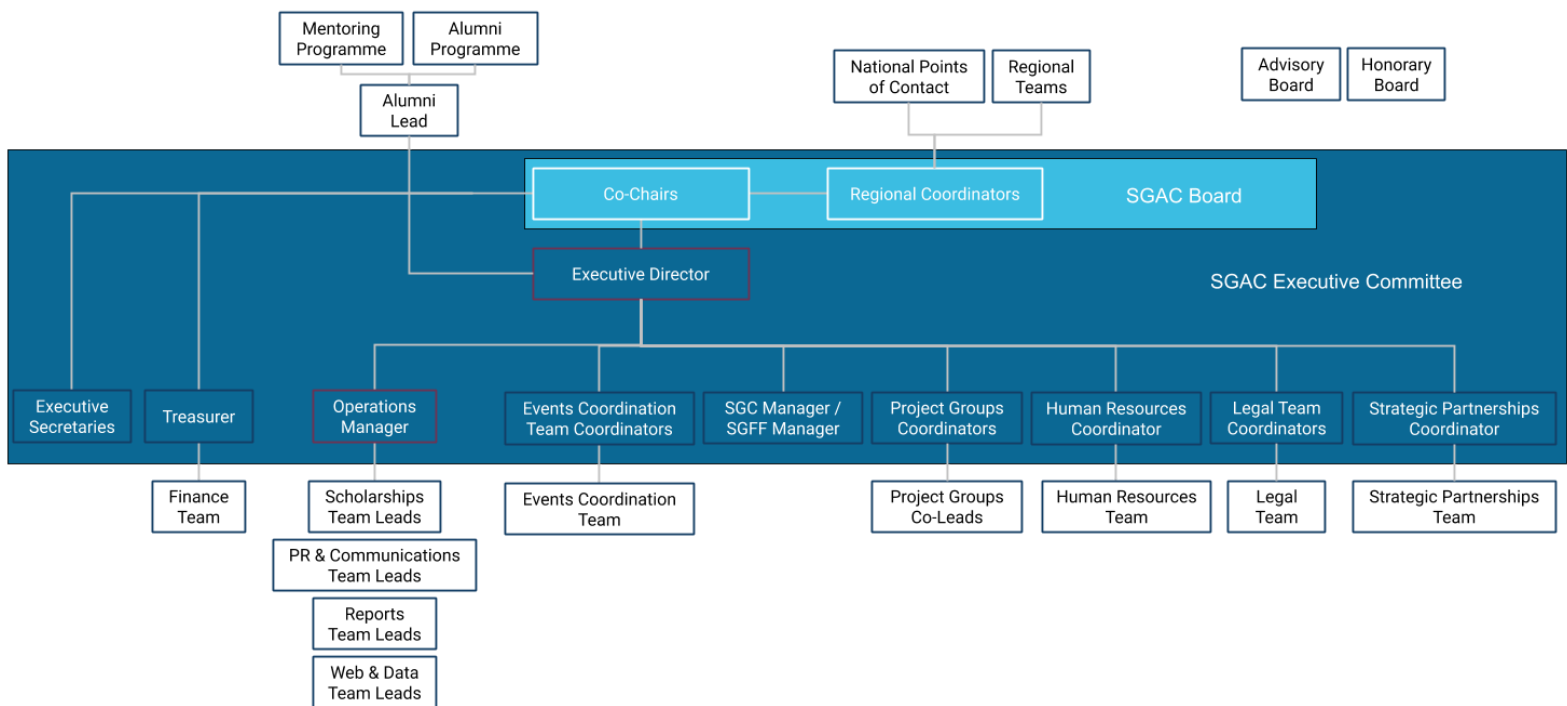


Fig 1. SGAC organisational structure.

## Activities

In order to connect the SGAC members to the objectives of the organisation, SGAC currently runs activities which can be classified in five areas.

## Events

Having been an outcome of an event itself, one of the cornerstones of SGAC activities has been events. SGAC events can be categorized into Global, Regional, Local and Thematic focused.

Up until 2012, SGAC held a single main global event every year, namely the Space Generation Congress (SGC). The format of this event has since evolved to act as a venue for students and young professionals to discuss specific topics of interest as part of 5-6 working groups, while also networking with leaders in the space sector. Held in conjunction with and as an associated event of the International Astronautical Congress (IAC), SGC is SGAC's highlight event of the year. The great success of SGC is clear from statistics, as the event has continuously sold out since 2014, with attendance limited to 150 delegates.

In 2012, in collaboration with Space Foundation, SGAC launched its second annual global event, the Space Generation Fusion Forum held in conjunction with the Space Symposium in Colorado Springs. Formatted differently from the SGC, this event focused on shorter discussions and

sharing of knowledge in a more interactive format. With a strong focus on networking, SGFF has now become another SGAC signature event.

In 2014, SGAC introduced a series of regional focused events called the Space Generation Workshops. Formatted similarly to the SGC, these workshops focus on topics of interest to specific regions. Four of the six SGAC regions have now held an SGW, with two more regions joining in the coming year. Other regional focused events such as student workshops have also been held in the past.

In 2015, SGAC introduced a structured local event called the SG[country] series, with flexible formatting but standardized branding. These events focus on topics of specific value to specific States. They act as a supplement to other more thematic events such as SpaceUps, Yuri's Night, World Space Week and Moon Village events that SGAC has held in partnership with other organisations.

In 2016, SGAC in collaboration with Future Space Leaders Foundation introduced its third global event, SGx, held in conjunction with Satellite in Washington D. C.. SGx is formatted as a series of engaging interactive talks by leaders of the space industry. This event is open not only to SGAC members, but also attendees of Satellite.

In 2019, SGAC implemented a new platform to allow SGAC members to submit proposals to organise events in their country/region. These new platforms allow for a better monitoring of the events and enable the Events Coordination Team to better support the Events Managers and Teams.

In 2020, SGAC needed to facilitate and support our global network of students and young professionals stimulating and propelling the creativity of our community. SGAC's members have done more than 100 webinars where we had a total attendance of more than 10000 people connected from more than 120 Nationalities. This has been and is an excellent opportunity to inspire the present and future workforce of the space sector, to provide opportunities to network and enable to exchange opinions and ideas in an international context.

In addition, we wanted to keep our community connected through SpaceGen United - SGAC's first online Global Congress. SpaceGen United saw 143 delegates from 53 different countries join together for a dynamic and engaging, nine-day programme which hosted 14 hours of keynote speeches. 7 Workshops took place during the week of SpaceGen United, including a virtual Hackathon as well as a UN COPUOS simulation, amongst others. These workshops provided an opportunity for delegates to deep dive into a variety of topics with the support and input of 50 subject matter experts from right across government, industry and academia. Not only, we also did the SpaceGen Summit designed to provide a comprehensive and diverse programme that brought to the forefront pertinent topics across the current global space industry. SpaceGen Summit proved to be dynamic, stimulating, and fun. We encouraged thoughtful conversations, lively debates, creative exchange of ideas, and, most importantly, connection with young space professionals from around the world. In addition SGAC hosted a total of 9 Regional and Local events online with a specific exception on the SG[France] event



that was held on-site as the situation in France remitted at that time. The event organisers followed health authorities' regulations and safety measures, so that the event was both successful and safe for all participants. Finally, SGAC project groups have regularly held short workshops in conjunction with conferences with the aim of focusing on specific topics of interest to project groups.

## **Scholarships**

Since 2008, SGAC has also been holding competitions and offering scholarships to enable our members to attend different events, present their work, gain valuable networking opportunities, and develop professionally.

While most scholarships are supported directly by SGAC sponsors and partners, SGAC has also run the Space Generation Leadership Awards (SGLA) and the Global Grants (GG) programme to recognize active members of the SGAC community and enable them to attend our events. In recent years, SGAC has also partnered with other support programmes to enable winners of external scholarships, awards or travel grants managed by our partners to take part in SGAC events.

Since 2018, SGAC introduced the [Region] Space Leadership Award to support SGAC members (students and young professionals) to attend the SGAC Space Generation Workshops in their region. In 2018, SGAC supported students and young professionals to attend the Asia-Pacific Space Generation Workshop, the African Space Generation Workshop and the South-American Space Generation Workshop.

In 2019 SGAC provided opportunities for 97 scholarships with a total of 152 awardees that were able to take part in SGAC events thanks also to our sponsors who have stepped up to show their support for the next generation and make the scholarships possible.

In 2020, SGAC was working to provide new scholarships across all its events, bringing in new partners and with a focus on regional events. When the pandemic hit, the organisation supported the already selected scholarship winners to make sure they would be refunded for incurred expenses. Online competitions - such as the Space4Youth Competition organised by UNOOSA and SGAC, and the essay competitions by the SGAC SMLS and SSS Project Groups - were organised to bring together SGAC members and provide a virtual opportunity for many.

## **Project Groups**

SGAC activities originally consisted of year-long working groups, as many topics require a longer period of time and continuous discussion during the year in order to be addressed. These working group activities were augmented by a face to face meeting during the annual Space Generation Congress.

Since 2010, this format has changed. Many of those working groups have successfully spun off into their own entities, such as “Under the African Skies”, “Yuri’s Night”, and “Blue Marble

Space”. Others were restructured into SGAC project groups which help provide a forum for members with an interest in specific areas of space activities to share their knowledge with each other, and work together to create valuable input in the form of technical papers, policy briefs and recommendations which can be reflected to different stakeholders in the space sector. Currently, eight project groups are in operation at SGAC, with activities ranging from technical papers, to competitions to analogue simulations and other events.

In 2018, the Space Generation Advisory Council opened a [call for proposals](#) to establish new project groups. SGAC is proud to act as a forum for the next generation of space sector leaders to discuss and debate current topics in the international space sector. The SGAC Project Groups produce papers with input from a broad sample of our members and embodies SGAC’s purpose as envisioned from our beginning at the United Nations. From perspectives on space situational awareness and space debris to thoughts on exploration and space policy and law issues, the members of the young space community have opinions to share. After almost 8 years since the creation of the initial SGAC Project Groups, SGAC felt the need to revamp the existing Project Groups and offer new topics to the SGAC members.

In 2019, 4 new Project Groups were launched:

- Space Medicine and Life Sciences Project Group
- Ethics and Human Rights Project Group
- Space Technology for Earth Applications Project Group
- Space and Cybersecurity Project Group

In 2020, an outstanding cross collaboration between different SGAC Project Groups brought SGAC to being shortlisted as part of the 10 final winning projects of the Mars City Design Competition out of 176 applications received. The Space Medicine and Life Sciences (SMLS) Project Group together with the Space Safety and Sustainability (SSS), Near Earth Objects (NEO) and Space Exploration (SEPG) Project Groups worked together on a project focused on providing an effective test bed for field operation studies in preparation for manned missions to Mars. In addition the SMLS, SEPG and Space and Cybersecurity Project Groups ran multiple webinars where they came together to discuss new trends, new ideas in order to continue to improve the future of space. Moreover, with the success of SSS-PG Essay Competition 2019, the second edition of the SSS-PG Essay Competition was successfully launched to promote the involvement of individuals with a passion for space. In conclusion, the SGAC Near Earth Objects (NEO) Project Group launched a poster competition for students and young professionals all around the world. This competition provided an opportunity to showcase artistic talents by presenting imaginative and original creative ideas related to Near Earth Objects (NEOs) in space.

## **Personal and Professional Development**

SGAC is a volunteer-run organisation. Volunteering with SGAC enables our members to develop valuable skills in areas that are of interest to them, while helping SGAC grow as well.

Since 2015, SGAC has embarked on creating knowledge bases for different areas of activity, with the hope of stabilizing the quality of our activities while also helping members joining the team learn faster, and develop valuable skill sets with more guidance.

In 2018, SGAC held its first [Professional Development Day](#). One of the strategic goals of SGAC is to provide “opportunities for personal and professional development and skill-building through volunteer opportunities within SGAC” and the organisation believes holding events like Professional Development Day can help further this goal for the SGAC members. SGAC wants to ensure that membership in the organisation is valuable to all of its members, no matter their level of involvement within the organisation. Additional to this, SGAC has started sending workshop, event, career and other professional development opportunities to its members through the SGAC Talk platform.

In 2018, SGAC launched its [Mentoring program](#). Establishing a mentoring program was one of the recommendations presented at the SGF 2.0 last June in Vienna (Austria) to foster development and support in the space sector. By cultivating connections to experts in the space field, SGAC hopes that its members will be able to receive support and guidance as they continue to advance in their careers. A new call for mentees and mentors will be issued early 2020.

In 2018, SGAC created tutorials for team members on how to work with MailChimp, Eventbrite, GoToMeeting and Doodle so that the teams have more access and better control over their activities while also doing so in a uniform manner.

We are now conducting training sessions for event managers in a variety of topics: Finance, PR and Communication, etc. On top of that we are producing management kits and manuals to help future managers and team members (for instance an Event Managers checklist). It is very important for SGAC to further the efforts in training and development of our members so that the organisation becomes more and more professional and so that our members can learn new skills. It is also very beneficial to bring consistency across our activities (in general and across the regions).

In 2019, SGAC launched its Job Board to allow organisations to connect directly with current and future leaders from throughout the space industry and reach job candidates from around the world. SGAC is offering the opportunity to post job openings directly on its website and present organisations’ brands to its members to ensure they are equipped and prepared for the future of the industry.

In 2020, SGAC had a leadership transition where:

- A second full time SGAC employee was hired: the Operations Manager.
- A new Deputy Executive Director was hired with promotion as Executive Director on July 1st, 2020.
- A new Co-Chair and new Treasurer were elected and recruited.

In addition, SGAC launched multiple initiatives and processes such as:

- A new regional and local events proposal submission platform in order to streamline our internal processes and enable our community to submit a bid through a dedicated online platform.
- A global SGAC CRM platform that keeps track of the multiple partnerships and collaborations from all over the world
- Implementation of an SGAC merchandising store as an innovative way to continue diversifying the revenue streams of SGAC while connecting with our community
- Three different action teams focused on:
  - COVID-19 Task Force where we came together to discuss new trends, new ideas in order to continue to improve the future of space (e.g. webinars, online events).
  - Diversity action team to better educate ourselves and our members on the topic of diversity and inclusion as well as to set in motion our aspirations for a more diverse and inclusive space sector.
  - Burnout action team to establish a toolkit as an internal resource for SGAC members to recognise, reverse and build resilience towards burnout.

### **United Nations, Regional, and National Space Policy Involvement**

Since its inception, one of SGAC's aims has been to reflect the voice of the next generation on space policy issues at the international, regional and local levels. After becoming a permanent observer of the United Nations Committee on the Peaceful Uses of Outer Space (UN COPUOS) in 2001 and gaining special consultative status at the United Nations Economic and Social Council (ECOSOC) in 2003, SGAC has regularly shared the outcomes of its events and activities with the United Nations primarily through these bodies as well as to the United Nations Office of Outer Space Affairs.

With regard to the United Nations, SGAC has facilitated a growing dialogue by attending and presenting or speaking at various UN level events such as the High Level Fora series, the UNOOSA-ICAO Symposia, the UN/Graz Symposium series, other UN symposia, and with our founders and alumni UNISPACE III in 1999 as well as SGAC members, founders and alumni at UNISPACE+50 in 2018. SGAC has been called upon to focus on topics at the UN level such as capacity building, the Sustainable Development Goals (SDGs), space and youth, and space for women, among others.

In 2018, in support of UNISPACE+50, SGAC held an anniversary event in Vienna, Austria called the Space Generation Forum 2.0 to commemorate the first SGAC event the Space Generation Forum at UNISPACE III in 1999 where SGAC was born. This event brought together SGAC members, alumni and founders to talk about SGAC from UNISPACE III until UNISPACE+50 with a look toward the 20th anniversary of SGAC (to be held in 2019) as well as toward the Space 2031 Agenda. This event focused on the four pillars and seven thematic priorities of UNISPACE+50.

In recent years, and with the growth of regional focus in space activities, SGAC has worked closely with the Asia Pacific Regional Space Agency Forum (APRSAF), the European Space Agency (ESA), the International Space Exploration Forum (ISEF) and other similar organisations to make sure its outcomes are shared with regional space sector leaders as well.

In 2018 we started a dialogue with the newly formed U.S. Government initiative the National Space Council Users' Advisory Group (UAG) in order to foster communication between SGAC and the members of the UAG. In 2019, the SGAC delivered 2 recommendations to the UAG Outreach and Education and Space Policy and International Engagement subcommittees.

In 2019, The United Nations Office for Outer Space Affairs (UNOOSA) and SGAC committed to work jointly in supporting young people in line with the Secretary General's 'Youth 2031 strategy', launched in September 2018. UNOOSA and SGAC signed a Memorandum of Understanding for this new partnership. Under the MoU, we both agreed to deliver a global 'Space for Youth' Competition aimed at engaging youth in the discussion of how space science and technology can be used to power the Sustainable Development Goals (SDGs). The competition was successfully conducted in 2019 and invited participants to submit examples of space supporting SDGs in their communities and to amplify the voice of the youth in space policy-making by issuing the winning entries to the United Nations Committee on the Peaceful Uses of Outer Space (COPUOS). The second edition will be conducted again in 2020.

In 2020, SGAC attended the COPUOS Scientific and Technical Subcommittee (STSC), with a strong participation in the STSC's "Space and Global Health" working group, thanks to SGAC's Space Medicine and Life Sciences Project Group. SGAC also renewed the MoU with UNOOSA, and supported the organisation of the second edition of the 'Space for Youth' competition, with the participation of more than 200 students and young professionals from around the world. The competition was also accompanied by two webinars organised by UNOOSA with SGAC's support.

## **Strategic Plan Framework and Environmental Analysis**

### ***Description of Strategic Plan Framework***

This section of the strategic plan describes the framework, which has been in use at SGAC since 2009 to draft the strategic plan. The framework is a tool to help the leadership team think through the issues from a variety of perspectives and identify solutions that have worked well in the past and can be useful in the years to come.

The process for formulating the strategic plan is iterative, roughly following the steps described in Figure 1. This plan starts with two environmental analyses. The description of the analyses or their results are not overly detailed, rather using them as a guide for the objectives described in later chapters.

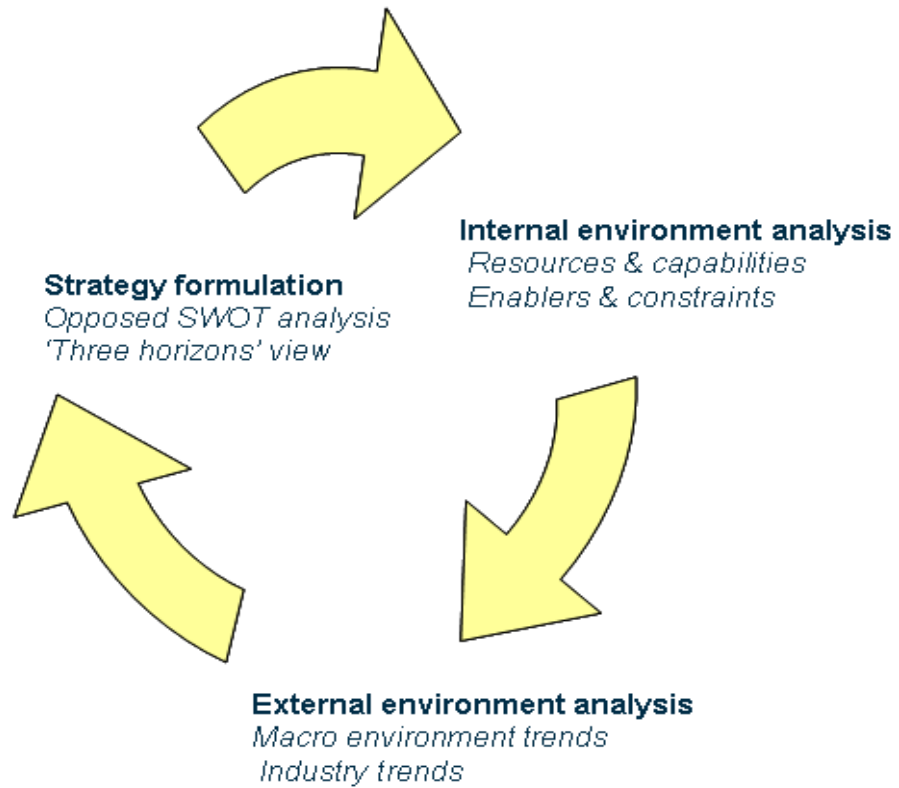


Figure 1. Strategy formulation process

Once some consideration has been given to the environment in which SGAC operates, the formulation of strategy is guided by the “Three horizons” view. (Baghai, Coley & White 1999, *The Alchemy of Growth*, Perseus). The intent of this view, as illustrated in Figure 2, is to give an appropriate consideration to the longer term ambitions of the organisation, but retain focus on the immediate core business activities fundamental to SGAC’s health.

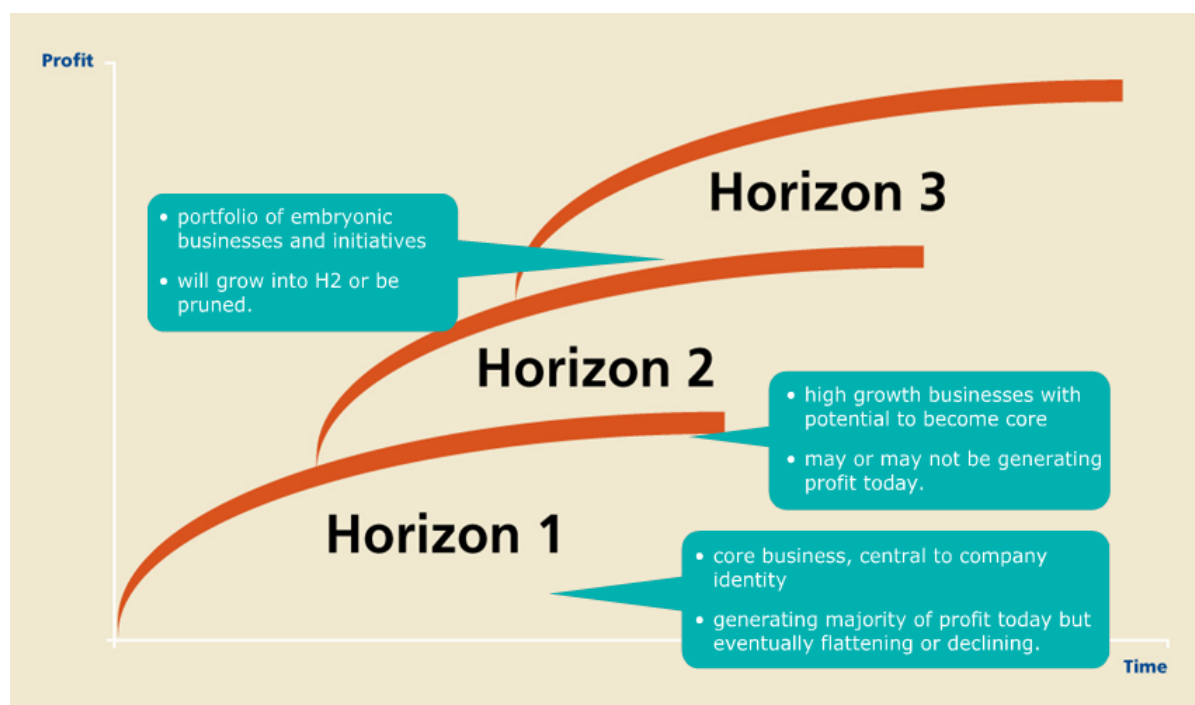


Figure 2. Three horizons view as applied to corporate growth (Baghai, et al.)

The three horizons view has been adapted to suit SGAC’s makeup and situation by tailoring the applicability of each horizon to our operating model and constraints imposed by SGAC’s constitutional documents. Table 1 describes how each horizon can be viewed in an SGAC context. In the process of drafting the strategy, consultations were made with the coordinators of different teams and regions within SGAC to make sure input from all parts of the organisation is taken into account.

Table 1. Applicability to SGAC for each horizon

Horizon	Applicability to SGAC
Near Horizon: 2021 vision	<ul style="list-style-type: none"> <li>• The current leadership is executing this strategy for the year, keeping in mind the long term view and building relationships that will endure.</li> <li>• The current leadership will move on, preparing for transition periods while they may still remain in touch with the organisation.</li> </ul>
Middle Horizon: SGAC 2026	<ul style="list-style-type: none"> <li>• Those who lead the organisation by this time might be NPoCs or junior SGC/SGFF delegates today.</li> <li>• The political and financial environment may be somewhat different to what it is today, with adjustments to policy, priorities and spending across the space sector.</li> </ul>

	<ul style="list-style-type: none"> <li>● No major updates are made to this vision until we reach 2021.</li> </ul>
Far Horizon: SGAC 2031	<ul style="list-style-type: none"> <li>● A far reaching vision describing what SGAC will look like in 2031.</li> <li>● The current personnel in the organisation are likely to be long gone, but ensuring that relevant knowledge, such as past memberships, sponsors, advisors and partners have been handed down properly.</li> <li>● The external environment may be significantly different to what it is today with the global geopolitical climate and fundraising opportunities markedly different.</li> <li>● This vision will be revised once the Middle Horizon is reached, and replaces the Middle Horizon.</li> </ul>

### *Enablers*

This strategic plan identifies the sustainable operation and growth of SGAC as being based on key fundamental enablers. These enablers allow SGAC to execute its projects and continue administration in accordance with the SGAC Statutes and Bylaws in a reliable and robust manner which builds confidence and good governance practices amongst the network.

These enablers are:

- **Structured and transparent governance** including the different organisational bodies of SGAC (Council and General Assembly, Executive Committee, Executive Office, Honorary and Advisory Boards, Election Oversight Committee, Arbitration Committee and Registration Committee) and the governance documents (Statutes, Bylaws, Code of Conduct and different policy documents)
- **Clear Mission and Vision statements** which represent the lifeline to sustainability of SGAC, establish its purpose of being today and aspiration of tomorrow and which constitute a guideline for everyday decision-making
- **Portfolio and Programme** revised every year and defining the activities and projects of the organisation
- **Exceptional staff** who are able to perform at a very high level, deliver SGAC's programmes and plan for their own transition
- **Motivated and skilled volunteers** contributing to the organisation's activities by donating their time to assist with administration, execution of projects and developing products
- **Internal documentation and knowledge transfer** to help maintain knowledge within the organisation and keep consistency within SGAC activities



- **Strong relationships** with partner organisations, supporters and alumni
- Activities supported at a **national and regional level** to give our members every chance to get involved in the conversation of space policy development
- **Financial security** with reliable and predictable income and expenses
- **Effective communication** of outputs and relevant products (including the access to technology, the presence of a SGAC website and SGAC social media channels)
- **Agility for changing environments** to discuss new trends and ideas in order to continue to improve the future of the organisation remaining agile and innovative.
- **Leveraging new technologies** (communication tools) to expand communication outreach, improve performance, and foster collaboration and information sharing.

These enablers are likely to remain essential to SGAC's success for many years to come. Table 2 presents a brief snapshot of the main metrics of performance and progress of SGAC in 2018.

### ***Themes of the Strategic Vision***

The strategic vision of SGAC rests on four overarching themes that guide the action course of SGAC's leadership in the short, medium and long term. These themes are meant to remain essential to SGAC's success for many years to come, and allow the organisation to execute its mission in accordance with the SGAC Principles, Statutes and Bylaws. The Code of Conduct elaborated in 2018 defined the SGAC principles as working together, acting with respect and integrity, embracing diversity, representing the space generation, making a positive impact, enjoying what we do, fostering improvement, growing together, being open and transparent, and being proactive. The themes of the SGAC strategic vision are in turn inspired by the SGAC principles and the extensive collective knowledge acquired by SGAC members throughout its history. The four overarching themes are presented below:

#### **1) Quality and Continuous Improvement**

SGAC has grown tremendously over the past years with the growth of its global events (in terms of participants, invited speakers and experts, scholarships, overall revenue) and regional and local events, the increasing number of scholarships and professional development activities as well as the creation of new project groups. These activities have grown very rapidly; in order to sustain this growth while maintaining the SGAC standards, the organisation shall now focus on enhancing the quality of these activities. SGAC strives for continuously improving the quality of its events, projects, activities, management, and operations in all aspects. The enhancement of the internal processes, operations and management are the backbone that sustain the continuous success and growth of SGAC's activities.

## **2) Sustainability and Growth**

As an organisation, SGAC aspires to grow and expand its activities over time while doing so in a sustainable manner that ensures the stability and well-being of the organisation and its members. The consolidation and impulse of SGAC growth relies on adequate operations and management with sufficient staff and volunteers, solid financial stability, and good Governance. The increase of the size and number of volunteer teams to support more events, project groups, and activities, represents a challenge that requires improving our operations management and growing our structure to sustain this growth. The management of our finances with professional standards at all organisational levels is also critical for maintaining the ascending progression of SGAC.

## **3) Global Impact of SGAC**

SGAC's vision is to employ the creativity and vigour of youth in advancing humanity through the peaceful uses of space. The organisation provides its members with opportunities to expand their knowledge of international space policy issues as well as space topics of a scientific or technical nature, think creatively about the future direction of humanity's use of space, and engage with current leaders from space agencies, industry and academia. The mission of SGAC is to be the VOICE of the largest network of students, young professionals and alumni in the space industry. SGAC shall provide its members with the tools to produce meaningful and impactful policy inputs.

## **4) Connecting the Space Community**

One of SGAC's main missions is to connect the next generation of space leaders with the international space community. SGAC aims to bridge the gap between regions and generations by increasing the number of regional and local events, by expanding the number of scholarships in order to provide development and networking for its members around the world, by enabling regional teams which provide additional leadership opportunities by ensuring diversity in recruitment and opportunities, by creating the alumni network and mentorship programme, by offering a forum where startups, academia, industry and non-traditional space actors can interact, discuss and progress.

## SGAC in 2020



## Vision for 2021

### *Near horizon – The one year view*

This section describes the main objectives of SGAC for the year 2021. SGAC aims for essential objectives to ensure they are well aligned with the mid-to-long term visions and are realistically achievable throughout the year. In particular, the SGAC needs to facilitate and support our global network of students and young professionals stimulating and propelling the creativity of our community in these challenging times of the COVID-19 Pandemic.. SGAC will take into account a sustainable development of the organisation for the current and future global challenges ahead having enthusiastic leaders behind the organisation that support the organisation all the way to make this happen and continue to improve the future of space.

### **Method:**

In line with SGAC's objective to identify quantitative metrics for measuring SGAC's growth and progress, in 2019, we implemented a new approach to present the SGAC Strategy for the year ahead.

Inputs have been collected from every team and reviewed by the SGAC Chairs, Executive Director and Operations Manager (as well as the teams under the Operations Manager (Scholarships, PR & Communication, Reports and WebData Teams). This enables a more bottom-up approach to the definition of the strategy, empowering SGAC members to define their own objectives.

### **Each team has been asked to propose:**

- 5 S.M.A.R.T. goals
- Purpose/Expected Outcomes for each goal
- Definition of required inputs and resources for each goal
- Definition of the required outputs, activities for each goal
- Definition of the calculation, KPI for each goal

The Regional Coordinators and different Executive Committee Teams have been encouraged to reach out to their National Points of Contact and Team Members respectively in order to elaborate their 5 goals.

### **Each objective is listed under one of the four overarching themes of the SGAC Strategy, being:**

- Quality and Continuous Improvement
- Sustainability and Growth
- Global Impact of SGAC
- Connecting the Space Community

The content is stored in a spreadsheet which is used by SGAC for **internal tracking**. This new approach also allows for a better measurement of the SGAC progress by defining SMART objectives and defined metrics to evaluate their achievements. SGAC aims for concise, practical

objectives and realistically achievable objectives. The SGAC Strategic Plan serves as a guide for the organisation throughout 2021 and will enable us to measure our progress at the end of the year. The total number of objectives collected is **160 goals**. A summary of the goals can be found in **Appendix B**.

### ***Middle horizon – SGAC in 2026***

By 2026, SGAC aims to get closer to our 2031 vision by improving brand recognition, increasing our membership base within different regions, and improving on our internal processes. SGAC has grown tremendously over the years, and this expansion comes with challenges. In order to sustain this growth and consolidate our operations, SGAC should enhance its processes and management.

By 2026, SGAC should focus on the 4 following main themes:

#### **Quality and Continuous Improvement:**

By 2026, SGAC shall implement a quality management system to further strengthen its activities by introducing:

- ***Formal Activities planning:*** SGAC should implement a formal kick-off meeting “Begin of Task Committee” which checks before any activity starts that:
  - a) all responsible stakeholders are present / aware of the task and meeting/ or identified (for example via a Responsibility assignment matrix / RACI chart) and informed in an acceptable time frame
  - b) all objectives to be achieved are understood and accepted by the responsible leadership
  - c) all major milestones, to review the progress of the activity, are accepted by the responsible stakeholders
  - d) all required data available to the responsible stakeholders/or information that is needed to fulfill the activity objectives has been identified and will be made available in an agreed time frame in order to avoid rework.

At the end of each activity SGAC should implement an close-out meeting “End of Task Committee”, which checks:

- a) all responsible stakeholders are present / or aware of the meeting
- b) that all objectives, set by the Begin of Task Committee have been met / or any deviation has been justified and accepted
- c) all data, including the lessons learned of the activity, have appropriately been recorded, stored and made available to the responsible stakeholders ready to be used for future activities
- d) A positive outcome of the meeting formally closes the activity

Note: For the Beginning of Task and End of Task Committee , the same responsible stakeholders shall be present. At minimum each Committee shall be represented by:

- ☐ The task responsible (i.e. Event Manager, Project Manager etc.)
  - ☐ The task responsible hierarchy (i.e. for E-SGW Manager this would be the Regional Event Manager
  - ☐ A third “neutral” person from the Executive Committee, to ensure that the guidelines are being respected
- ***Monitoring of process efficiency, Continuous Improvement and Standardisation:*** By 2026, SGAC should further develop its organisational management system introducing its set of standard policies, processes and procedures following a Plan-Do-Check-Act approach, including but not limited to
    - Code of Conduct
    - Knowledge Management System
    - Programme Schedule Management,
    - Perform Activities,
    - Control Activities,
    - Maintain Activities

For each activity, a checklist derived from this management system should be created and be used to assess the maturity of the activities. The coordinators/leadership should be able to know what is the status of the activities at all times.

In parallel, by 2026, SGAC should set some standards for each of its main products. By collecting and analysing data over the years, the SGAC leadership should be able to create key success factors (KSF) and key performance indicators (KPIs) for each activities/team in order to determine whether the activities are being carried out as planned (on the right track -> KPI) and are having the expected outcomes (-> KSF).

By 2026, SGAC should have implemented the necessary guidelines for each team, via the management system, to perform its activities and provided them with the useful tools they might need to reach their objectives. SGAC should focus on developing a knowledge management system to support the teams, i.e. by creating a repository of project knowledge. For instance, a template repository for events should have been created and improved after each lessons learned session in order for the event managers not to reinvent the wheel when planning for their event.

SGAC should continue updating the training pack which serves as a guideline to team members. Team Drive being instrumental in this standardization, by 2026, all data should be stored in the Team Drives and accessible to be used by the different teams.

- ***Data Analysis and feedback collection:*** By 2026, SGAC should have a mature data management system that is well aware of the organisational challenges and bottlenecks in the data flow caused by processes, tools and human factors. The data management

system should take best practises and lessons learned into account to continuously improve how the organisation is defining, collecting, analysing, maintaining, protecting and sharing its data from an end-to-end point of view. By 2026, SGAC should ensure reliability and efficiency of the data exchange (right data, for the right person at the right time!). The data management system should have solutions and routines for secured data flows for each activity. In addition, SGAC should have a standardised way of collecting customer feedback (internally and externally by partners/sponsors) in order to be able to compare its global data.

### **Sustainability and Growth:**

In order to propel the growth of its activities in a sustainable manner, SGAC shall undertake to take measures to consolidate its progression while laying solid foundations to build a bright future for the organisation. As the number of activities, events, projects, volunteers, staff, finances, and other areas continue to grow, it is necessary to expand the structure, improve the operations management, consolidate our finances and establish good Governance. By 2026, SGAC shall pursue the following areas in order to consolidate its sustainability and growth:

- ***Recruitment of Motivated and Skilled Volunteers:*** SGAC will continue to build up the recognition, value and consistency in the positions within the organisation such that the succession of each position is well contested with excellent candidates. To ensure that the volunteers are motivated to participate, aid, and develop SGAC's activities, the organisation will provide incentives to our volunteers such as consideration for scholarships or access to SGAC-sponsored events. Moreover, SGAC will develop a knowledge base of information on different roles, to enable easier integration of volunteers into the team. SGAC will also aim to share educational opportunities with team members and staffers to develop competencies needed as part of their roles in SGAC.
- ***Establishment of a second office:*** In addition, along with the Vienna HQ, a second office has been added to expand the reach of SGAC in order regions and strengthen its close relationship with major partners. The SGAC leadership will devise an expansion plan to determine the growth strategy for the number of paid staff and offices in the next five years.
- ***Improve the Governance:*** SGAC shall strive for continuing to improve its transparency, as well as establish solid checks and balances that ensure a good Governance. As the organisation grows, SGAC will be subject to higher standards of Governance and scrutiny from both partners and authorities, and hence, there is a need to continuously adapt the organisation to better meet these needs without losing SGAC's core values.
- ***Increase the number of SGAC full-time staff:*** By 2026, SGAC should have at least four full-time staff to support the organisation and help support the activities of our volunteers. This is in addition to any interns who might periodically support SGAC

activities. The Chairs & Executive Director will draft plans on what duties, responsibilities, and title the second and third full time staff members will have. A potential position would be to recruit a professional accountant to work as Treasurer of SGAC. This role could be combined with a secretary role so as to perform accounting and administrative duties to support SGAC activities. In conclusion, SGAC should commit to gain the ability to hire international staff beyond the European Union (currently SGAC is limited by Austrian law to only be able to hire European citizens) establishing a formal VISA process. This measure would allow SGAC to hire staff from all over the world for its office in Vienna as well as future offices in other regions.

- ***Consolidate the financial security:*** SGAC has been heavily reliant on SGC to provide the foundational relationships and funding for the organisation over the first 15 years of its existence. With the growth of new events, SGAC intends to synchronise fundraising with sponsors' budgeting cycles and establish a steady annual income that can help provide a buffer for unknown fiscal challenges that may occur. In addition, SGAC shall implement the following measures to improve its financial management.
  - ❑ Continue improving on the accounting processes, financial training of team members, transparency, and implementation of effective financial management tools.
  - ❑ SGAC should implement financial standards such as ISO or others in order to operate under the highest levels of financial management quality.
  - ❑ Once SGAC finances reach a certain threshold, it is likely that SGAC draws more scrutiny from tax authorities, and hence, SGAC should continue reporting and managing its accounts in a very transparent manner to facilitate its compliance.
  - ❑ SGAC shall maintain a financial reserve for contingencies that might arise during over the year, with enough funds to sustain SGAC operational costs for one or more years.

In addition, SGAC is very dependent on sponsorship for events, which may fluctuate significantly from year to year, and hence, there is a need to establish new revenue streams that diversify and stabilize the finances of SGAC:

- ❑ Alumni fund and donations: SGAC should improve on reaching out to alumni to reconnect with SGAC and support its activities by providing expertise, mentorship, as well as donations to grow its scholarships and projects. Donations could also come through online activities such as webinars and SGAC online events.
- ❑ Endowment: SGAC should establish multi-year agreements with partner institutions as well as donations from individuals in order to provide more funds to support the endowment. The endowment will provide a steady source of revenue to reinforce the resources of SGAC for scholarships and other activities, as well as work as a financial reserve in case of need. The SGAC endowment



should provide enough resources to fund at least 10 scholarships by 2026 as well as provide reserves for at least two years of operations. Part of the proceeds from the endowment investment should be reinvested in the endowment fund itself to provide additional resources for the long term.

- ❑ Full established Job Board to allow organisations to connect directly with current and future leaders from throughout the space industry and reach job candidates from around the world. SGAC can offer the opportunity to post job openings directly on its website and present organisations' brands to its members to ensure they are equipped and prepared for the future of the industry.
- ❑ SGAC educational platform opening the doors to paid courses (SGAC masterclass, specialized workshops) compensating the organization and the teachers delivering the lectures.

Finally, it should be remarked that SGAC shall never charge membership fees, as the organisation aims to be as inclusive and open as possible.

### **Connecting the Space Community:**

SGAC will aim to bridge the gap between the regions by ensuring a balanced composition of team and a distribution of scholarships. At the same time, cross-regional events will become more important for their potential capacity of efficiently sharing lessons learned and bringing together experiences from different regions. SGAC will aim as well at reaching out to more non-traditional space actors and the general public to provide a foundation for a broader community of space stakeholders.

- ***Strengthen Relationships:*** SGAC plans on continuing to sustain strong established partnerships and adding new ones only as capacity allows. SGAC will do this by seeking out new opportunities to deliver events relevant to students and young professionals, similar to SGC and SGFF. The new regional Space Generation Workshop has proven to be the first successful step in this direction. SGAC will also focus on expanding its partnerships through project related initiatives, like competitions or project groups, in order to enable more tangible output from within the community of its members that will be beneficial for the partner organisations.
  - ❑ SGAC will keep a database of our former members over the age of 35 to reach out and strengthen relationships with them, in hopes to allow for better networking opportunities for current members.
  - ❑ Moreover, SGAC will also develop a system of maintaining information about our member-base, to provide more relevant information to our members, and elicit feedback from our membership to shape the future of the organisation.
  - ❑ Improving our relationship with members and partners requires coordinated efforts on behalf of the Strategic Partnerships Team, Membership Managers and Alumni Coordinators. In the next 3 years, we will be identifying points of contact

for each partner (both on the SGAC side and on the partner's side) to enable better coordination of partnerships. Moreover, an annual discussion will be held with each partner to assess the status of partnerships and update any records as needed.

- ❑ Inclusion of “non-space” sector companies and agencies stretching out and welcoming new collaborations from less traditional space backgrounds, as well as encouraging growth in other areas. Reaching out to new partners will bring a variety of opportunities to SGAC members who want to get involved in the space sector in many, sometimes not traditional ways.
- ***Increase Activities Supported at National and Regional level:*** SGAC will continue seeking to establish relationships with relevant organisations at both national and regional level with a goal to support their activities. Such practice may lead to additional revenue streams for the organisation, which can specifically support regional efforts of members. By 2020, SGAC Space Generation Workshop series will become a routine part of SGAC operations, with all regions holding one such event annually. SGAC national events will also increase, with each country holding at least one national focused event (either physically or virtually). Talk about the Space Divide, about our actions to bridge the gap between the regions. More scholarships for professional development of students and young professionals in emerging space nations.

### **Global Impact of SGAC:**

In order to continue being the VOICE of the largest network of students, young professionals and alumni in the space industry by 2026, SGAC will:

- ***Establish a dedicated policy team at SGAC:*** SGAC will establish a dedicated policy team that gathers the inputs from SGAC global/regional/local/thematic/partnered events and project groups and articulates SGAC's position in space policy matters and also produces position papers. SGAC will aim to interact more effectively with policy makers beyond participating in international space fora, but connecting with policy makers drafting actual legislation on the space sector.
- ***Increase External Communication and Visibility of SGAC:*** SGAC will continue to develop and build a dynamic and well-structured external and internal communication strategy. By 2026, SGAC will have a continuous presence on social media in addition to traditional newsletters, highlighting not only opportunities at SGAC, but also the activities of our members. The objective is to have an active presence in media, TV, representing SGAC and the space community in general audience programs and news on matters related to space and space policy. In addition, the SGAC web infrastructure will be updated to not only share information about SGAC activities, but also to provide tools for volunteers in support of their projects. SGAC will aim to diversify its output, increasing the number of audiovisual output. For instance, having SGAC Executive

Director and Chairs speaking at relevant international fora such as the World Economic Forum.

- ***Continue Supporting of UN Activities and developing new joint projects:***

With the UNISPACE+50, the Space 2031 Agenda and the Youth2031 initiative, SGAC will take a leading role to gather input from its members for these UN initiatives. SGAC seeks to assume an active role in accordance with the organisation's mission to represent the voice of the upcoming generation and to follow up on the outcomes of UNISPACE+50 through the introduction of new project groups and initiatives at SGAC. SGAC's activities as part of ECOSOC will also be streamlined, with the aim of providing opportunities for SGAC members to be present at ECOSOC meetings, and responding to requests for input on topics shared by ECOSOC with relevance to the space sector. SGAC will also aim to partner with UNESCO to provide input on the use of space applications to achieve the thematic goals identified by UNESCO.

- ***Policy Input:*** by 2026, SGAC should provide more guidelines and training to its members on how to present the outcomes of their discussion at events or for the different SGAC Project Groups in order for the output to be used and presented to policy-makers. By 2026, SGAC should make sure that the SGAC Reports section on the website is completed and that every report is completed on time. SGAC should also make more use of the reports and not only restrict to summarize them at the UN COPUOS Subcommittee.

## *Far Horizon – SGAC 2031*

By 2031, SGAC has been recognised as the main global network for students and young professionals interested in space, continuing to offer its members direct and privileged access to the international space community. At the same time, it has continued allowing multiple opportunities for its members to gather, work on projects and provide input on space policy.

In the years leading to 2031, SGAC has expanded in the majority of the states represented in the network the number of partnerships with industry and associations at local level, increased the organisation of events, local/regional scholarships and general outreach. At the same time, SGAC has pursued a path of democratisation of its structure, allowing members in each state to vote for their representatives in the General Assembly (NPoCs). This has been made possible by an increased engagement of the community supported by an ambitious program of provision of tools and means to connect, always kept up-to-date to reach the newer generations entering in the organisation. SGAC also has created an enhanced regional structure to further develop connections with local, regional partners and ultimately with the members base. SGAC has become more agile in tackling issues at regional level, allowing the members of the Organisation to contribute, under the SGAC membership, to the drafting of national space policies in space emerging nations.

In order to support the growth of the organisation in terms of members, events, quality and general structure, SGAC has arrived to hire up to six employees in total. This increased number has made it necessary to spread SGAC operations and provide a professional and continuous support to a large base of volunteers. In addition, a third office should be established in support of the two offices already planned in line with the whole SGAC expansion plan. The Vienna HQ has maintained its status as the main office and renewed collaboration with the United Nations Office for Outer Space Affairs (UNOOSA), which SGAC kept supporting until becoming de facto the youth organisation of UNOOSA. The full name of SGAC has been as well modified as a clear sign of this now strong connection, becoming Space Generation Advisory Council in Support of the United Nations Office for Outer Space Affairs.

Since 2019, SGAC has also taken important steps to increase the effectiveness of its policy input and to increase significantly the collaboration, not only with the UNOOSA but also with other UN bodies (UN ECOSOC, UNICEF etc.).

As part of its capability development, SGAC will continue leveraging its human capital, financial resources and partnerships to enable its members to carry out space projects such as Cubesats, educational activities, experiments. SGAC will take full advantage of the Project Groups structure to support its members in launching new initiatives that result in hardware and software development.

By 2031, SGAC has had the endowment fund running for more than 10 years, providing additional substantial revenues to finance scholarships and activities. The finances of SGAC have grown to a new level that guarantees its steady growth without a strong dependence on the events fundraising. This has been achieved mainly through an intense work of showing sponsors and partners the return on the investment in sponsoring the Organisation as a whole for multi-years instead of agreements based solely on events.

In addition, through a careful but steady brand improvement and focus on quality of its products, SGAC has acquired a solid recognition and some of its project group now functions as a think tank for youth in space, providing position papers on a various number of topics linked to the ongoing human exploration of the solar system to the applications of space technologies for the benefit of the entire humankind. In addition, media channels periodically call experts from the SGAC network to provide input and comments to main space news.

## Appendix A – Quantitative Metrics for Measuring Progress

This appendix is intended to identify some of the quantitative metrics for measuring SGAC's growth and progress, which can be used to identify trends and provide a quick check-up throughout the year. Although they are identified here, some metrics may not yet be directly measurable.





Internal Factors	Top-Level Metrics
SGAC Network	<ul style="list-style-type: none"> <li>● Number registered members on the SGAC website and growth trend in this number</li> <li>● Number of countries with NPoCs and number of NPoCs</li> <li>● Number of team members (from the Executive Committee)</li> <li>● Diversity metrics</li> </ul>
SGAC Communications	<ul style="list-style-type: none"> <li>● Percentage of posts engagement and growth trends in these number</li> <li>● Number of subscribers to communication channels: mailing lists (including newsletter) and social media channels and growth trends in these number</li> <li>● Number of quotes of SGAC by external entities in the media</li> <li>● Diversity metrics</li> </ul>
SGAC Products	<p><b>Project Groups:</b></p> <ul style="list-style-type: none"> <li>● Number of Project Group members</li> <li>● Number of presentations or publications from each project group</li> <li>● Number of activities co-organised with SGAC partners</li> <li>● Diversity metrics</li> </ul> <p><b>Scholarships:</b></p> <ul style="list-style-type: none"> <li>● Number of scholarships offered and competitions held</li> <li>● Percentage of event participants covered by a scholarship</li> <li>● Percentage of winners to total applicants for each scholarship</li> <li>● Diversity metrics</li> </ul> <p><b>Global and Regional Events:</b></p> <ul style="list-style-type: none"> <li>● Number of global events</li> <li>● Number of regional events</li> <li>● Number of reports, papers, or subsequent presentations arising from events</li> <li>● Growth in number of applications for each event</li> <li>● Diversity metrics</li> </ul>

	<p><b>Local and Thematic Events:</b></p> <ul style="list-style-type: none"> <li>● Number of “registered,” officially endorsed, SGAC local and thematic events</li> <li>● Number of events co-organised with SGAC partners</li> <li>● Number of reports, papers, or subsequent presentations arising from events</li> <li>● Growth in number of applications for each event</li> <li>● Diversity metrics</li> </ul> <p><b>Professional Development:</b></p> <ul style="list-style-type: none"> <li>● Number of vacancies per year</li> <li>● Growth in number of applications for the vacancies per year</li> <li>● Number of participants to the SGAC Mentoring Programme</li> <li>● Diversity metrics</li> </ul> <p><b>Working with the United Nations:</b></p> <ul style="list-style-type: none"> <li>● Number of participants to the SGAC delegation for the 3 annual Committees of COPUOS</li> <li>● Number of SGAC participants (endorsed by SGAC) to the different UN Conferences</li> <li>● Number of SGAC paper/presentations/statement delivered at the 3 annual Committees of COPUOS</li> <li>● Number of projects co-organised with the UN</li> <li>● Diversity metrics</li> </ul>
SGAC Finances & Fundraising	<ul style="list-style-type: none"> <li>● Percentage of returning partners and sponsors</li> <li>● Breakdown of partnerships and sponsorships in terms of sector (academia, agency, industry, nonprofit)</li> <li>● Average amount of sponsorship per sponsor</li> <li>● Growth of available capital</li> <li>● Operational reserve</li> <li>● Breakdown of operating costs between staff, travel, events and scholarships</li> <li>● Revenue / Cash Flow for delegate</li> </ul>











## Appendix B – Vision 2020 Summary of Team Goals





### Legend:

#### *Themes of the Strategic Vision*

	Sustainability and Growth
	Quality and Continuous Improvement
	Global Impact of SGAC
	Connecting the Space Community

### Goals:

		SGAC Co-Chairs and Executive Director
#		Co-Chairs
1		Start of the operations of the Endowment Fund in 2021
2		Establish a physical presence in the US
3		Increase number of SGAC paid staff
4		Non-voting member of IAF Bureau by IAC 2021
5		Adapt and ensure implementation of medium and long term goals as defined in SGAC strategy
#		Executive Director
1		Ensure the complete implementation of the new SGAC structure
2		Expanding SGAC business to “non-space” stakeholders
3		Provide and finalise extensive knowledge transfer to the new Operations Manager
4		Ensure the implementation of the new SGAC / UNOOSA project in 2021
5		Support the SGFF / SGC Managers in reaching their financial target

		Operations and Operations Leads
#		Operations Manager
1		Improve housekeeping and traceability in team activities through G-Suite
2		Guide the operational leads in creating a Lead Handbook
3		Establish good practices regarding UN Activities
4		Digitize and make the Office leaner



5		Support the supervised teams in the achievements of 2 goals per team in 2021
#		<b>Scholarship Team</b>
1		Increase scholarships visibility
2		Improve tracking of scholarship applicants and winners demographics
3		Increase the number of women and people from emerging countries that are granted a scholarship
4		Increase number of "Open" Scholarships and opportunities
5		Reach out to new professions and non "space-people." i.e. teachers and educators, influencers
#		<b>PR &amp; Communications Team</b>
1		Ensure public records of SGAC are updated
2		Increase external media coverage of SGAC
3		Reach 4k watch hours on YouTube (amount required to monetize)
4		Create SGAC Art Gallery
5		Create a Reddit Account
6		Time management and increase PR initiatives
#		<b>Reports Team</b>
1		Create process to deliver monthly report on webinar stats
2		Work to better Integrate the Reports Team in the Events organization processes
3		Establish process to implement recommendations toward SGAC
4		Work to ensure a smooth transition to new team lead
5		Keep improving communication with the team
#		<b>Web &amp; Data Team</b>
1		Ensure full implementation of onboarding and offboarding procedures
2		Data analytics on website and internal activities
3		Make SGAC volunteers aware of Web&Data Processes
4		Reshape the Web&Data team to prioritise team activities
5		Document and update best-practices, processes for current & future Web & Data team members.

		<b>Regional Coordinators</b>
#		<b>Africa</b>
1		Increase presence of active SGAC NPoCs >60 and countries and >40 countries

2		Fully automate/streamline the on-boarding and off-boarding process
3		Improve the annual activities by organizing at least one event per represented country with at least one presential event
4		Publically launch at least >3 micro projects before June and complete their 1st edition before end of the year
5		Engage in >35 partnerships and sign > 5 MOUs mainly with african organizations (ideally >3 MOUs with african entities)
#		<b>Asia-Pacific</b>
1		Foster partnerships with space-related institutions in the region
2		Connect more students and young professionals to SGAC
3		Encourage NPOCs to be involved in SGAC more actively
4		Make an effort to communicate with NPOCs closely
5		Create atmosphere to share space related events or news with other NPOCs and RCs
#		<b>Europe</b>
1		Increase cross-country collaborations
2		Reduce the difference between emerging space country and established one
3		Thinking global, acting local: Increase cross-regional sharing of best practices and grass-roots initiatives
4		Thinking global, acting local: Bring SGAC closer to local communities - tackling language barriers
5		Increase local community networks
6		Increase communication between NPOCs and RCs
#		<b>Middle-East</b>
1		Organizing the 2nd regional workshop of the ME
2		Organizing more SG [Country] event
3		Organise a successful Middle East inter-regional event
4		Evaluate and improve SGAC events through participants feedback
5		Expand audience through social media platforms
6		Connect students and young professions in the region at the IAC & SGC in Dubai in October 2021
#		<b>North, Central America and the Carribeans (NCAC)</b>
1		Enhance SGAC's presence in national forums
2		Improve involvement and communication from NPOCs to its national community.
3		Implement national scholarships and MoUs
4		Maintain the presence of SGAC in countries with NPOC. Increase the number of NPOCs

5		Improve NCAC Network communication
6		Organise a Regional workshop
#		<b>South America</b>
1		Increase NPoC engagement and support
2		Improve the Regional newsletter's diffusion
3		Create a pipeline with the region to support active members who grow within SGAC
4		Improve SGAC Community Engagement
5		Improve relationships with the space ecosystem
6		Increase diversity awareness by improving relationships with other regions

		<b>Executive Committee Teams</b>
#		<b>Executive Secretaries</b>
1		Maintain the announcements of newly appointed NPoCs and RCs up to date
2		Quarterly check-in call with all the secretaries
3		Annual review of SGAC Handbooks, including but not limited to NPoC, RC handbook
4		Creation of Global/Regional Secretaries Handbook
#		<b>Finance Team</b>
1		Ensure event profit margins over 15% goal
2		Support member projects through Budget Initiative
3		Establishment of endowment fund with proper oversight
4		Cross train finance team members
5		Train RCs in how they can support regional finances
#		<b>Strategic Partnership Team</b>
1		Support the SGAC Project Groups engage meaningfully with external partners to enhance their work
2		On-board sponsors and partners that are interested (and can commit) to longer-term engagements rather than event-by-event sourcing
3		Find a better way to support local events and regional events
4		How to lead/enable the team
5		Jobs Board autonomous
6		Find more partnerships from outside the space industry
7		Diversify our revenue streams beyond the event partnership model

8		Improve communication with partners and demonstrating the value of our partnerships
#		<b>Events Coordination Team</b>
1		Reach 2 SGAC owned on-site local events in each region
2		100% of SGAC linked events following the relevant event submission process
3		Communicating and Meeting clear goals for all events, in terms of quality, cost and time (Internally between SGAC teams)
4		Increase consistency in WG topics and recommendations on a global and regional scale.
5		Increase visibility about Regional and Local events
6		Look for innovative online activities
#		<b>Space Generation Congress (SGC)</b>
1		Ensure the financial goal is reached
2		Keep and increase SGC quality
3		Extend the SGAC Middle East network
4		Increase awareness about the Sustainable Development Goals awareness among the participants
5		Diversify the Working Group formats
#		<b>Space Generation Fusion Forum (SGFF)</b>
1		Increase the diversity of the delegates who apply to Fusion Forum and Organizing Team
2		Ensure the financial goal is reached
3		Keep and Increase SGFF Quality
4		Make obtainable goals that impact the space community
5		Create a safe environment for people to meet comfortably after the pandemic
#		<b>Human Resources</b>
1		Internal Hiring Process - Refinement
2		Create Synergy between HR Team Members and improve internal communications
3		Continuous loop of feedback
4		Promote Health Awareness
#		<b>Legal Team</b>
1		To provide awareness about working with sanctioned countries
2		Facilitate the establishment of the US governance and the Endowment fund
3		101 / document on Sponsors Engagement within SGAC

4		Annual reviews of policies and procedures implemented, including identification of areas of improvement for internal controls
#		<b>Project Group Coordinators</b>
1		SGAC Cross Functional Collaboration between RCs and PGs and Event Managers
2		Internal visibility of the PGs
3		Quality check on PGs outputs
4		Partnerships mapping
5		Diversity inclusiveness into PGs
6		Better workload balance

		<b>Project Groups</b>
#		<b>Space Technology for Earth Applications (STEA)</b>
1		Produce 3 papers
2		Support at least 1 SGAC event (such as a Hackaton)
3		Promote SGAC within external partners and identify at least 1 new partner
#		<b>Space Law and Policy (SLP)</b>
1		Promote individual projects
2		Support local projects through networking and expertise
3		Maintain a presence at the UN and connect the project group with relevant stakeholders
#		<b>Commercial Space (CS)</b>
1		Revive the Project Group and foment member activity by issuing a call for projects
2		Develop partnerships to foster the space sector development in underdeveloped economies
3		Reinforce collaboration between SGAC and industry partners to develop new business approaches
4		Study the implementation of a SGAC-wide network of space entrepreneurs and people interested in learning more about how to become one
#		<b>Space Exploration (SE)</b>
1		Position SGAC in the space resources community
2		Organise the first global analogue mission; Reinforcing the role of minorities and differently abled people in the space sector
#		<b>Ethics and Human Rights (EHR)</b>
1		Host 1+ panel discussions (e.g., Women in Space 2020)

2		Increase social media followers and post engagements
3		Develop a survey of SGAC membership perspectives and priorities on issues of ethics and human rights in the space sector, with a focus on experiences in the space sector and diversity.
#		<b>Small Satellites (SS)</b>
1		Increase Social Media followers by 200 and post engagements by 20%
2		Increase member posting on Slack workspace by 100%
3		Produce 2 new papers in support of UNICEF and present at conferences or publish in industry journals
4		Increase the number of active members from ~15 to 50
5		Establish 2 new partnerships with industry leaders
#		<b>Near Earth Objects (NEO)</b>
1		Publish new papers and present them at International Conferences
2		Introduce new projects and topics to stimulate the interest of the members related to NEO technology, research and Education Outreach
3		Collaborate for projects with IAF committee on Near Earth Objects
4		Organise the SGAC IASC Name an asteroid/ Find an Asteroid campaign with higher engagement
5		Generate awareness of NEOs through NEO PG Social Media page (Facebook and Twitter). Recruit new active members in the Project Group
#		<b>Space Safety and Sustainability (SSS)</b>
1		Publish research in international journals and conferences
2		Strengthen industry partnerships through collaboration
3		Spread awareness of SSS to a global audience through an essay competition
4		Stimulate the interest of members through the annual call for project ideas
#		<b>Space Medicine and Life Sciences (SMLS)</b>
1		Engage relevant stakeholders in aerospace medicine and global health to help us tailor our activities to meet the ongoing challenges in aerospace medicine and life sciences.
2		Provide a global interdisciplinary platform to build a community of young professionals in space medicine and life sciences in collaboration with international stakeholders within the space sector.
3		Produce 6 episodes of the SMLS Webinar in 2021
4		Increase our membership by 50% and engagement in discussion by 50%
#		<b>Space and Cybersecurity (SC)</b>
1		Research cybersecurity and its role in today's society with emphasis on space applications and the direct threat

2		Grow our social media presence
3		Educate on the current and emerging topic of cybersecurity by organising webinars held by experts from the space industry
4		Publish papers on three different topics relating to space and cybersecurity
5		Present at least one of the papers at the IAC 2021