



SPACE GENERATION ADVISORY COUNCIL

IN SUPPORT OF THE UNITED NATIONS
PROGRAMME ON SPACE APPLICATIONS

Strategic Plan for 2022

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Endorsed by the SGAC Executive Committee

January 2022



SPACE GENERATION
ADVISORY COUNCIL

Foreword

As we plan our strategy for 2022, 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. Through many challenges, SGAC members have shown that our connection is stronger than ever, that our passion still burns bright, and that our commitment to building a better future through space remains resilient. The message is clear - we must continue to connect our passionate members and provide them with a platform for growth to become the future beacons of the space community.

SGAC has the mission to empower the next generation of space leaders by providing a platform for students and young professionals to learn, acquire new skills, develop a global space network, prepare for new horizons, and overall, grow personally and professionally. During the global pandemic we have continued to deliver on this mission. As an inherently global organisation with volunteers working online together across the world, SGAC was well placed to harness the energy and experience of our members to pivot swiftly to online events. As the world re-opens, SGAC will return to in-person activities without forgetting the lessons learnt from this experience.

SGAC empowers the next generation to be the change we wish to see in the space industry. In recognition of the key values of SGAC, we have welcomed a new project group on diversity and gender equality. It is our priority to make SGAC a safe, inclusive, and positive environment for the next generation.

For the past thirteen years, SGAC has released an annual strategic plan that sets the goals for the year ahead. This strategic plan for 2022 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 from the previous years, SGAC is gearing up with optimism and encouragement towards a better 2022 with a strong engagement and connection with our members and partners.

In 2021, SGAC received incredible news that will transform SGAC for years to come. SGAC was selected to receive a \$1 million grant from Blue Origin's Club for the Future. This generous donation will allow us to kickstart our endowment fund to support long term growth for SGAC and sustainably provide more scholarships that increase access to international, regional, and local space events. This contribution marks a historic moment for SGAC and will certainly build a solid base for the future as we continue to provide an important, international platform as a voice for the next generation.

We sincerely 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, team members, Event Managers, and all 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.



Harriet Brettle
(Chair)



Anthony Yuen
(Co-Chair)



Davide Petrillo
(Executive Director)



Valentina Luchetti
(Chief of Staff)

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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."

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.

In order to connect the SGAC members to the objectives of the organisation, SGAC currently runs **activities** which are classified into five areas.

- Events
- Scholarships
- Project Groups
- Education and Professional Development
- Policy and Advocacy

More information about SGAC activities can be found in the [Annual Report](#).



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Strategic Plan Framework

In developing the strategic plan, SGAC has considered three key time horizons as presented below:

Horizon	Applicability to SGAC
Near Horizon: within the next year	<ul style="list-style-type: none">• The current leadership is executing this strategy for the year, keeping in mind the long term view and building relationships that will endure.• The current leadership will move on, preparing for transition periods while they may still remain in touch with the organisation.
Middle Horizon: 5 years ahead	<ul style="list-style-type: none">• Those who lead the organisation by this time might be NPoCs or junior SGC/SGFF delegates today.• 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.
Far Horizon: 10 years ahead	<ul style="list-style-type: none">• A far reaching vision describing what SGAC will look like in 2032.• The current personnel in the organisation are likely to be long gone, but relevant knowledge will be built upon to take SGAC to new heights.• The external environment may be significantly different to today, with a different global geopolitical climate and fundraising opportunities..

Enablers

This strategic plan identifies the sustainable operation and growth of SGAC as being based on key fundamental enablers that allow SGAC to execute its projects and continue administration in accordance with the SGAC Statutes and Bylaws. The core enablers for SGAC are as follows:

- **Structured and transparent governance** including the different organisational bodies of SGAC, the governance documents (including the Statutes & Bylaws, Code of Conduct, & Harassment Policy) and robust governance processes for the Austrian and US SGAC entities.
- **Clear Mission and Vision statements** to provide focus and direction for the sustainable growth of SGAC activities.
- **Annual SGAC Programme** defining the activities and projects of the organisation.
- **Exceptional staff** who are able to perform at a very high level to deliver SGAC's programmes.
- **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 SGAC members every opportunity to engage with the global space community.
- **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.

Blue Origin's Club for the Future \$1M Donation to SGAC

SGAC members across the world have [shared their sincere thanks](#) to Blue Origin's Club for the Future (CFTF) for their generous [\\$1M donation](#) to SGAC. In 2021, an SGAC Task Force was established to recommend how to maximise the impact of these funds; it's activities are summarised below:



The SGAC leadership is currently reviewing the recommendations presented by the Task Force in order to implement the deployment of these funds. A number of key themes have been identified as areas for further consideration, including contributing to an SGAC endowment fund, increasing scholarships, raising awareness of SGAC, and the improvement of internal governance and operational processes. These areas will enable both immediate fund allocation to provide immediate value to SGAC members whilst also supporting the long term financial sustainability of SGAC to ensure such activities can be delivered in perpetuity. Initial consideration of each of these aspects is presented below:

SGAC Endowment Fund

The creation of an SGAC endowment fund had been raised as far back as 2001. The CFTF donation, together with recent updates to the SGAC US governance, means that SGAC is now well placed to establish an endowment fund. The objective of an SGAC endowment fund is to:

- Provide long-term growth of capital at SGAC and to enable SGAC to sustainably facilitate scholarships, and other activities.
- Provide an emergency backup for short-term liquidity issues.

The endowment fund will allow SGAC to diversify revenue streams, provide new funding opportunities, and secure long term financial growth and stability. The SGAC endowment fund is currently in the final stages of being established and will be managed by the Investment Committee of the SGAC US Board of Directors, which includes the two co-chairs of SGAC, with the spending policy being guided by the Donation Task Force recommendations.

SGAC Scholarships

Scholarships are one of the key pillars of SGAC activities, providing financial support for members to attend SGAC and partner events around the world. SGAC facilitates scholarships from sponsors and partners as well as funding up to \$32,000 of scholarships from SGAC's own budget each year.

Recognising the value that scholarships offer for professional development, the strong support from member feedback, and consistent with SGAC strategic goals, SGAC will look to increase the provision of scholarships, both in the short term and sustainably in the future leveraging potential returns from the endowment fund. This will include consideration of expanding existing programmes and new scholarship initiatives.

Raising Awareness of SGAC

Member feedback highlighted that many wish they had discovered SGAC sooner, and that there is more that can be done to raise awareness of SGAC. SGAC will evaluate further how these donation funds can be used to better support and promote the SGAC network at a local level, particularly for NPoCs and members presenting their SGAC activities around the world.

Internal Governance and Operational Processes

In order for SGAC to grow sustainably, it is critical to have a solid foundation of robust infrastructure, strong internal governance, and scalable operational processes. SGAC will evaluate further how these donation funds can be used to develop a comprehensive membership database, automate manual processes, as well as to review and update SGAC's governance in Austria.

SGAC's donation strategy will be further developed, including consideration for specific funding levels required, implementation timing, and SGAC team engagement. New initiatives will require coordination and support from many SGAC teams and together we will maximise the impact of these donation funds to support the mission of SGAC. By the end of this year, the SGAC leadership team, in coordination with the SGAC Executive Committee, will decide on the specific allocation of this donation to expand existing SGAC activities and introduce new initiatives to further our mission.

Themes of the Strategic Vision

The strategic vision of SGAC rests on four overarching themes that guide the action course of SGAC's leadership. These themes will 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.

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. In addition, SGAC continues to increase the 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, SGAC should 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

SGAC aspires to grow and expand its activities over time, doing so in a sustainable manner that ensures the stability and well-being of the organisation and its members. SGAC growth relies on adequate operations and management with sufficient staff and volunteers, solid financial stability, and good governance. The increase in 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. Robust financial management with professional standards at all organisational levels is critical for maintaining the SGAC's progression.

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, and expanding the number of scholarships in order to provide development and networking for its members around the world. Furthermore, SGAC enables regional teams to provide diverse leadership opportunities, operators the alumni network and mentorship programme, and offers a forum where startups, academia, industry and non-traditional space actors can interact, discuss and progress.

SGAC Strategic Goals for 2022

SGAC's strategic goals are presented over the three time horizons and four themes.

Near Horizon – SGAC in One Year (2022)

This section describes the main objectives of SGAC for 2022. 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. The table below describes the overall focus for SGAC as an organisation for 2022 divided into the four themes. SGAC will take into account a sustainable development of the organisation for the current and future global challenges ahead.

Theme	SGAC Overall Objectives for 2022
Theme 1: Quality and Continuous Improvement	<ul style="list-style-type: none">• Complete an organisational restructure that better reflects the five core activities of SGAC and with more direct support of our six regions.• Improved standardisation, clarity and definition of the different levels of roles, position responsibilities, and expectations across SGAC.
Theme 2: Sustainability and Growth	<ul style="list-style-type: none">• Improve the retention and growth of our SGAC internal knowledge and skills, and support a talent pipeline within SGAC that grows, upskill, and enriches our Team Members by expanding on internal professional development activities such as the SpaceGen Leaders Forum, SpaceGen Academy, and the mentorship program.• Advance and implement finance initiatives with a focus on long-term financial sustainability and support of wider SGAC activities, such as scholarships and internal improvements.
Theme 3: Global Impact of SGAC	<ul style="list-style-type: none">• Develop a voice and reputation on the global stage as THE organisation that represents the youth on space-related matters.• Expand our regional and national presence and partnerships that will result in greater impact of SGAC and more direct benefits to SGAC members in more countries, particularly those that are emerging space countries.
Theme 4: Connecting the Space Community	<ul style="list-style-type: none">• Review and update the benefits of SGAC to members, expanding the SGAC membership value, opportunities, and connection with other space and non-space players across the world.

SGAC Team Strategic Goals

Each SGAC team identifies specific, measurable, achievable, relevant and time bound SMART goals that are reviewed by the SGAC Chairs, Executive Director and Chief of Staff, enabling a bottom-up approach, empowering SGAC members to define their own objectives, with some that are aligned with our SGAC overall objectives and some that are specific to their own teams. The smart goals also include consideration of the expected outcome for each goal, required inputs and outputs, and KPIs to measure success in achieving the goals identified. Each objective is categorised into the four overarching themes of the SGAC Vision.

The content is stored in a spreadsheet which is used by SGAC for internal tracking, allowing for better measurement of progress. The SGAC Strategic Plan serves as a guide for the organisation throughout 2022 and will enable us to measure our progress at the end of the year. The total number of objectives collected is 193 goals. A summary of the goals can be found in Appendix B.

Middle Horizon – SGAC in Five Years Time (2027)

By 2027, SGAC aims to get closer to achieving our long-term 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 2027, SGAC should focus on the following:

Theme	SGAC Five Year Strategic Goals
Theme 1: Quality and Continuous Improvement	<ul style="list-style-type: none"> Monitoring of process efficiency and continuous improvement through specific KPIs and management tools. Data analysis and feedback collection (create and update a mature data management system for both internal and external usage. E.g.: Lessons learnt tracking sheet (internal), Membership survey report (external)). Comprehensive membership database, including SGAC members and alumni. Improve standardisation and their maintenance (policies yearly checked/updated, creation of guidelines and handbooks of each team, SGAC structure and position descriptions standardized).
Theme 2: Sustainability and Growth	<ul style="list-style-type: none"> Continue and expand the recruitment of motivated and skilled volunteers. Establish a second physical office (outside of Europe) with paid SGAC staff. Review and update SGAC's governance in Austria and improve SGAC employee security and employment benefits. Expand to 5 paid (including remote) staff in SGAC. Consolidate SGAC's financial security including wider revenue streams such as alumni, endowment, Jobs Board, and an education platform.
Theme 3: Global Impact of SGAC	<ul style="list-style-type: none"> Develop 5 key space-related policy positions and develop at least one advocacy campaign related to these positions. Expand UN related-activities and develop new joint projects with ECOSOC and UNESCO. Develop relationships with other multilateral organizations e.g. European Union, African Union, ASEAN, the G20, and the World Economic Forum. Advise national space policy in 10 countries. Develop SGAC partner events alongside other international events including: GLEC/GLEX, World Satellite Business Week, ASCEND, SpaceTech Expo - US & Europe, SpaceOps, and SSEA. Increase External Communication and Visibility of SGAC with a well-structured external and internal communication strategy.
Theme 4: Connecting the Space Community	<ul style="list-style-type: none"> Strengthen SGAC relationships with existing and new partners, for project groups, and with those outside of the space industry. Increase SGAC representation/members on other groups technical committees (AIAA, RAeS, IAF) across the world. Empower SGAC members to be space representatives and central points of contact at global youth organisations and other non-space entities. Develop and expand our alumni database to track where our members go and promote success stories from alumni. Grow SGAC membership by 10% year on year. Increase activities supported at the National and Regional level, including more scholarships for emerging space nations.

Far Horizon – SGAC in Ten Years Time (2032)

In 2032, SGAC continues to be **recognised as the main global network for students and young professionals interested in space**, offering its members direct and privileged access to the international space community. At the same time, SGAC provides numerous opportunities for its members to connect, collaborate on projects and develop space policy. **SGAC members today will become the leaders of space agencies and CEOs of space companies in the decade to come.**

In the next ten years, **SGAC will have expanded into the majority of UN member states**, with strong partnerships with industry and associations at a local level, as well as an increased number of events, 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 national point of contact. This is possible due to increased engagement of the community supported by an ambitious program of tools and means to connect that reach the newer generations entering in the organisation.

In order to support the growth of the organisation in terms of members, events, quality and general structure, **SGAC has eight paid employees**. SGAC operations have expanded to provide 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 wider SGAC expansion plan. The Vienna HQ remains as the main office with **ongoing collaboration with the United Nations Office for Outer Space Affairs (UNOOSA)**, with SGAC as the de facto youth organisation of UNOOSA.

As part of its capability development, SGAC will leverage its human capital, financial resources and partnerships to enable its members to **undertake space projects such as Cubesats, educational activities, and in-space 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**. As commercial human spaceflight advances, SGAC hopes to have **more than 100 SGAC members and alumni have travelled to space by 2032**.

By 2032, SGAC's **endowment fund will have been running for 10 years**, providing additional revenues to finance scholarships and activities. SGAC finances continue to consistently grow without a strong dependence on event fundraising. This has been achieved mainly through an intense work of showing sponsors and partners the return on the investment in **sponsoring SGAC through multi-year programmes**.

In addition, through brand improvement and focus on product quality, SGAC has acquired robust recognition with **project groups functioning as leading think tanks for youth in space**, providing position papers on various topics relevant to SGAC's mission and vision. In addition, media outlets **call upon experts from the SGAC network to provide inputs** and commentary of space news/activities.

The future is bright for SGAC. SGAC empowers the next generation to be the change they wish to see in the space industry. It will be the responsibility of future SGAC members to realise this vision and create a sustainable network that **connects, inspires, and creates a strong sense of community for the space generation**.

Appendix A – Quantitative Metrics for Measuring Progress





This appendix identifies some 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. Not all metrics are currently measured and some may not yet be directly measurable.

Category	Top-Level Metrics
All SGAC Activities	<ul style="list-style-type: none"> Metrics about diversity within SGAC including: age, gender ratio, background, nationalities, qualifications, and status (student or young professional)
SGAC Network	<ul style="list-style-type: none"> Number registered members on the SGAC website and growth trend Number of countries with NPoCs and number of NPoCs Number of team members (from the Executive Committee)
SGAC Communications	<ul style="list-style-type: none"> Percentage of posts engagement and growth trends in these number Number of subscribers to communication channels: mailing lists (including newsletter) and social media channels and growth trends Number of quotes of SGAC by external entities in the media
SGAC Project Groups	<ul style="list-style-type: none"> Number of Project Group members Number of presentations or publications from each project group Number of activities co-organised with SGAC partners
SGAC Scholarships	<ul style="list-style-type: none"> Number of scholarships offered and competitions held Percentage of event participants covered by a scholarship Percentage of winners to total applicants for each scholarship
Global and Regional Events	<ul style="list-style-type: none"> Number of global events Number of regional events Number of reports, papers, or presentations arising from events Growth in number of applications for each event
Local and Thematic Events	<ul style="list-style-type: none"> Number of "registered," officially endorsed, SGAC local & thematic events Number of events co-organised with SGAC partners Number of reports, papers, or presentations arising from events Growth in number of applications for each event
Professional Development	<ul style="list-style-type: none"> Number of vacancies per year Growth in number of applications for the vacancies per year Number of participants to the SGAC Mentoring Programme Diversity metrics
Policy and Advocacy	<ul style="list-style-type: none"> Number of SGAC policy positions and overviews Number of SGAC papers/presentations/contributions at UN COPUOS Number of policy & advocacy national/regional/international collaborations Number of policy & advocacy initiatives conducted within SGAC Number of policy & advocacy events (both SGAC and partner organizations)
SGAC Finances & Fundraising	<ul style="list-style-type: none"> Percentage of returning partners and sponsors Breakdown of partnerships and sponsorships by sector (academia, agency, industry, nonprofit) Average amount of sponsorship per sponsor Growth of available capital and Operational reserve Breakdown of operating costs between staff, travel, events and scholarships Revenue / Cash Flow for delegate

Appendix B – Vision 2022 Summary of Team Goals

Legend:






Themes of the Strategic Vision

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






Goals:

SGAC Co-Chairs, Executive Director and Chief of Staff






Co-Chairs

1		Review and update the SGAC organisational structure to be better positioned to deliver SGAC's mission.
2		Develop SGAC strategy for the use of the CFTF \$1M donation.
3		Complete onboarding and streamline operations of SGAC US Board, including establishing SGAC endowment fund.
4		Increase SGAC's impact and engagement at the national and local level.
5		Improve the value of being an SGAC member.

Executive Director

1		Ensure the implementation of the SGAC CRM together with the Partnerships Team
2		Ensure the complete implementation of the partnerships team restructure
3		Expanding SGAC business to "non-space" stakeholders
4		Support the SGFF / SGC / SGx Managers in reaching their financial target
5		Management of the Chief of Staff, providing support in reaching 2022 targets

Chief of Staff

1		Improve housekeeping and traceability in team activities through G-Suite.
2		Improve SGAC processes thanks to automation and project management tools.
3		Support the supervised teams in the achievements of at least one goal per team in 2022.
4		Improve SGAC members' experience starting from the registration point.
5		Strengthen the relationship with sponsors/partners in terms of common initiatives that bring new opportunities to our members.

SGAC Regional Coordinators

Africa

1	More african mentors and mentees within the SGAC mentorship programme
2	Show a 30% coverage increase on country level and 50% of that would have two NPoCs in the region
3	Strengthen ties within the region by bringing 1 sponsor/scholarship for SGC, 3 sponsors/partners for AF-SGW and 3 MoU signings with African stakeholders.
4	Strengthen the network in the African region (agencies and main actors)
5	Work on a regional Roadmap to have a better SGAC impact with recommendations for space/technology organisations

Asia-Pacific

1	Increase participation of Asia Pacific SGAC members in international space events (IAC, etc.)
2	Maintain SGAC reach in terms of countries represented and number of NPoCs
3	Maintain regular engagement with the NPoC team
4	Make events as COVID-resilient as possible
5	Foster connection or engagement of NPoCs with their respective local space agency/ institution

Europe

1	Organizing the ESGW in a country which has never hosted it before
2	Improve internal workflow and strengthen the regional team
3	Increased cross-country cooperation between NPoCs
4	Increase support to NPoCs and local communities

Middle-East

1	Organise the 2nd regional workshop of the ME
2	Organise more SG [Country] events in the Middle East
3	Strengthen communication with NPoCs in the region
4	Initiate key sponsor relationships to build trust within the region
5	Expand regional social media platforms

North, Central America and the Carribeans (NCAC)

1	Grow Regional Volunteering Team by 20%
2	More Closely Follow-up with NPoCs
3	Advance regional partnership management
4	Improve On-Boarding / Off-Boarding Management

5		Increase in country and regional-level (as well as cross-country and cross-region) activities
South America		
1		Meet with NPoCs to increase motivation and activities
2		Support more activities and communications in spanish
3		Support the SA-SGW regional workshop
4		Restart the South American regional newsletter

SGAC Executive Committee Teams		
Executive Secretaries		
1		Build out the secretary team - including new team member and building relationship with regional teams
2		Review and update training for secretary role, including the secretary handbook and regional handbook
3		Develop timely meeting material pre and post meeting documents
4		Identify areas of automation to streamline processes, particularly around the NPoC election process.
5		Onboard 100+ NPoCs by the end of the year
Finance Team		
1		Establishment of endowment fund with proper oversight
2		Finance Course for SpaceGen Academy
3		Regional Funds/ Budgets
4		Grow/ Properly build finance team
5		Support allocation of CFTF donation according to spending strategy
General Counsel		
1		Build an improved legal team with 2 Co-Leads, and at least 2 new members
2		Provide awareness about working with sanctioned countries
3		Work with the US Board of Directors and improve governance
4		Finalise the development and creation of the SGAC Endowment Fund, and then provide for its effective and efficient management
5		Annual reviews of policies and procedures implemented, including identification of areas of improvement for internal controls.
Human Resources Team		
1		Internal Hiring Process streamlined
2		Improve the onboarding experience

3	Align Ninja Forms and spreadsheets entries
4	Creation of an HR Team Newsletter/training pack
5	Organisation of HR Team Webinar
Events Coordination Team	
1	Complete closure and report for all SGW of 2022
2	Organize a SGW Cross-Regional Forum 1 or 2 times per year
3	Reach 2 SGAC owned on-site local events in each region
4	Creation of a feedback survey for SGAC events
5	Update of the Events Team documentation
Space Generation Congress (SGC)	
1	Address feedback that delegates attending for the first time can sometimes find it hard to integrate and sense that 'groups' of people might have already formed.
2	Enable more tangible, long lasting outcomes from WGs
3	Address feedback that there were limited opportunities to network during Closing Dinner
4	Increased speaker and SME diversity
5	Diversification of scholarships + opportunities for SGC team to get support
Space Generation Fusion Forum (SGFF)	
1	Improve the impact of Breakout Sessions for SGFF/SGAC stakeholders
2	Increase diversity of delegation, speakers and organising team
3	Provide improved access to SGFF proceedings by leveraging virtual/hybrid capabilities
4	Grow relationship with the Space Foundation
5	Increase the number of scholarships to support delegate attendance at SGFF
SGx	
1	Ensure the financial goal is reached
2	Increase the quality of attendee engagement and experience
3	Increase the quality of sponsorship engagement
4	Expand ties to the Washington D.C. community
5	Provide livestream / virtual option for international participation
Space Generation Advocacy and Policy Platform (SGAPP)	
1	Establish SGAPP and begin activities as per initiation plan
2	Introduce SGAPP at 2022 COPUOS Meetings and other major international events

3		Support the work of existing SGAPP Divisions (EAGLE, TURTLE, US Task Force)
4		Develop first SGAPP Deliverables: 1xPolicy Position, 1xPolicy Overview
5		Develop SGAPP Implementation Strategy
Project Group Coordinators		
1		SGAC cross-functional collaboration between RCs and PGs
2		Measure PGs visibility within SGAC
3		Project Group coordination restructuring
4		Quality check on PGs outputs
5		Increase PG partnerships
6		Implement better PG member management tools

SGAC Teams		
Scholarship Team		
1		Streamline scholarship calls and timeline
2		Improve scholarship team handover process
3		Support SGAC diversity initiatives
4		Increase scholarship opportunities and support for SGAC members from under-represented regions
5		Increase visibility of project groups via project group related scholarships (i.e paper competitions)
PR & Communications Team		
1		Reach 20K twitter followers by end-of-year
2		On-board 2 new Team Leads
3		Complete and publish SGAC Brand Identity Document
4		Increase number of team meetings to once/month
5		On-board an analytics expert to manage social media accounts
Reports Team		
1		Complete reports faster (less than 4 months)
2		New layout for Regional Events Reports
3		Wider dispersal of completed reports
4		Continue building the Reports team
Web & Data Team		

1		Improving and benchmarking website performance and accessibility
2		Define stakeholders of webpages and give them a timeline
3		Improving internal interactions with other teams
4		Refine monthly generated data reports to pages managed by various SGAC teams.
5		Increase number of active members in the team

Alumni Team

1		Increase alumni engagement
2		Deliver key SGAC events: Alumni night at IAC and the End of Year party
3		Coordinate and expand alumni communication channels
4		Advance and deliver an SGAC alumni donation campaign for the endowment fund
5		Increase the number of alumni events during the year
6		Improve transition from SGAC member to alumni

SGAC Partnerships

1		Strengthen role and support of regional partnerships managers
2		Restructure how partnerships and external relations are managed within SGAC
3		On-board sponsors and partners that are interested (and can commit) to longer-term engagements rather than event-by-event sourcing.
4		Improve communication with partners and demonstrating the value of our partnerships
5		Find more partnerships from outside the space industry

SGAC Project Groups

Space Technology for Earth Applications (STEA)

1		Start outreach activities on social media (Twitter & Facebook) and start monthly newsletter
2		Implement internship programme with at least one partner organization
3		Establish at least one collaborative project with UN-SPIDER on space-based technologies for disaster management and emergency response
4		Increase number of PG meetings and internal networking opportunities

Space Law and Policy (SLP)

1		Publish a report and series of articles on space law and human rights in 2021
2		Publication of a report on space sustainability
3		Publication of a report on space weaponization and disarmament

4		Publication of research on ISRU and planetary protection
5		Organization of an SGAC Space Law and Policy academic course
6		Structured internal organization
7		Collaboration with other project groups
8		Creation of partnerships with external organizations and advisors and achievement of sponsorships
9		Contact university institutions offering space law and policy education to gain members with prior knowledge of space law and policy
Commercial Space (CS)		
1		Foment CSPG member's activity
2		Develop partnerships to foster the space sector development in underdeveloped economies
3		Implementation of a SGAC-wide network of commercial space enthusiasts, current and future entrepreneurs, and decision-makers
4		Increase CSPG outreach
Space Exploration (SE)		
1		Positioning SGAC in the space resources community
2		Consolidating SGAC position in the space resources community - focus on the Moon
3		Organizing the first global analogue mission; Reinforcing the role of minorities and differently abled people in the space sector
4		Strengthen relations among the 300+ members of the SEPG through dedicated teams and regular meetings
5		Strengthening the coordination team for SEPG
6		Positioning SGAC in the space mission design community
7		Rebrand the SEPG website
Ethics and Human Rights (EHR)		
1		Publish report based on Membership survey to run February 1 - March 31
2		Grow group and formalize (to an extent) internal governance processes
3		Finalize EHR resources website and promote/present at SGAC events
Small Satellites (SS)		
1		Define Social Media Strategy for 2022
2		Transfer community to SGAC Slack Workspace
3		Initiate research projects with the goal of having at least 3 conference publications
4		Renew and optimize membership application process
5		Establish internal team to manage partnerships with industry

6	Conduct at least 2 webinars in 2022
7	Rebrand the SSPG website
8	Perform member survey to identify background and interests of our active community
Near Earth Objects (NEO)	
1	Publishing papers in the International Conferences
2	Introducing New Projects and topics to stimulate the interest of the members related to NEO technology, research and Education Outreach
3	Collaborations for projects with IAF committee on Near Earth Objects
4	Organising 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). Recruiting new active members in the Project Group.
Space Safety and Sustainability (SSS)	
1	Showcasing the vision of SSS members (including publishing research in international journals and conferences)
2	Strengthening industry partnerships through collaboration
3	Spreading awareness of SSS to a global audience through an essay competition
4	Stimulate the interest of members through an open call for projects
5	Increase visibility of the PG projects, activities and members through social and professional media
6	Showcasing the PG activities and share interesting resources via a monthly newsletter and the SSS blog
7	Fostering regular communication and networking between members through a centralized communication channel (Slack).
8	Restructuring of Internal Organization and opening of internal positions/responsibilities
9	Updating the website to reflect the new PG structure
Space Medicine and Life Sciences (SMLS)	
1	To 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	To 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	Restructuring and updating SMLS webpage
4	Elaborate on innovative research topics
5	Implement cross-PGs collaborations
Space and Cybersecurity (SC)	
1	Organise a series of online challenges on space & cyber

2		Grow our social media presence and becoming the network of reference
3		To educate on the current and emerging topic of space and cybersecurity by organising webinars held by experts from the space industry
4		To publish papers on two different topics relating to space and cybersecurity at IAC but also other conferences
5		To publish a new editorial project "Space & Cyber Brief Series"
6		To strengthen partnerships with industry and organisations
7		Creating bridges between PGs as cyber is a transdisciplinary matter
8		To strengthen the onboarding process
Diversity and Gender Equality (DGE)		
1		Launch at least 1 new long-term project (ex: accessibility for people with disabilities) and start at least 1 new activity within the existing long-term projects (ex: podcast, newsletter, webinars, partnerships)
2		Make a global SGAC survey regarding diversity, inclusion, and representation
3		Increase the diversity of profiles (nationalities, geography, etc.) and the number of active members from 15 to 50 through recruitment campaigns
4		Increase our community on social media, at least +200% followers/members on Twitter, Facebook and Slack
5		Collaborate with other Project Groups (especially SMLS, SE and EHR)
6		Support the organization of at least 3 SGAC events on the topic of diversity and gender equality and present 1 paper at an international event (ex: IAC)