



SPACE GENERATION ADVISORY COUNCIL

IN SUPPORT OF THE UNITED NATIONS
PROGRAMME ON SPACE APPLICATIONS

Strategic Plan for 2024

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Endorsed by the SGAC Executive Committee

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SPACE GENERATION
ADVISORY COUNCIL

Foreword

As we look ahead to 2023, it is clear that the space industry is at a turning point. Advances in technology and increased interest in space exploration and development have created new opportunities and challenges for the next generation of space professionals. SGAC is well-positioned to meet these challenges and support the development of the next generation of space leaders.

SGAC is widely recognised as the premier network for students and young professionals in the space sector. 2022 was no exception to this, whereby our network achieved several key milestones including organising the largest global events in our history, surpassing 24,000 members, launching an endowment fund, and reforming our structure and governance to better support the next generation of space professionals.

Our strategic plan for 2024 sets out ambitious goals to continue growing and maintaining our reputation as the leading space-related youth-focused network. We will deliver high-quality global, regional, and local events that provide opportunities for networking, learning, and professional development. Our Project Groups will produce relevant and important research that will inform the industry and shape the future of space. Our Policy and Advocacy Platform will provide a voice for the next generation of space professionals and will work towards preparing united policy positions.

In 2023, we intend to disburse more than 150 scholarships, launch an SGAC intranet, implement a comprehensive reform to our membership database, and reform processes followed by several of our teams to increase efficiency and productivity. For the past fourteen years, SGAC has released an annual strategic plan that sets the goals for the year ahead. Our 2023 strategic plan builds on the success of previous years, focusing on short and mid-term goals informed by input from the SGAC teams. With the lessons learned and experience gained, SGAC is approaching the coming year with optimism and a renewed commitment to strengthening engagement and connections.

In short, our strategic plan for 2023 is ambitious and forward-looking. It sets out a clear path for our network to continue supporting the next generation of space professionals, and to help shape the future of the space industry. We are excited to see what the next generation of space professionals will accomplish, and confident that our organisation will play an important role in their success.

We are deeply grateful to all those who have contributed to the strategic planning of SGAC in the past year, including the Executive Committee, National Points of Contact, Project Group Co-leads, team members, Event Managers, and members. We would also like to express our appreciation to our former Chairs and Executive Directors, as well as the Advisory and Honorary Boards for their ongoing support, guidance and passion.

Ad Astra!



Hamza Hameed
(Chair)

Antonino Salmeri

Antonino Salmeri
(Co-Chair)



Nikol Koleva
(Executive Director)

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Background

The Space Generation Advisory Council in Support of the United Nations Programme on Space Applications (SGAC) is a global non-governmental, non-profit (US 501(c)3) organisation and network which aims to connect and represent university students and young space professionals ages 18-35 to industry, academia, space agencies, government, and the United Nations. The SGAC network of members, volunteers and alumni has grown to more than 24,000 members representing more than 170 countries.

SGAC was conceived at UNISPACE III in 1999, whereby States resolved, as part of the Vienna Declaration, “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 mission is to enable and empower the youth in advancing humanity through the peaceful uses of outer space. SGAC holds Permanent Observer status at the United Nations Committee on the Peaceful Uses of Outer Space (UN COPUOS) and regularly takes part in the annual meeting, as well as its Legal and Scientific and Technical Subcommittees. SGAC holds consultative status at the United Nations Economic and Social Council (UN ECOSOC), contributing to discussions on the role of space in achieving the UN Sustainable Development Goals.

SGAC’s mission is to enable and empower the youth in advancing humanity through the peaceful uses of outer space.

SGAC’s vision is the peaceful and inclusive use of space for the benefit of all.

SGAC’s objectives focus on **five core pillars** of activities or work to **connect, grow and empower** our **one global network of members across the world**, and amplify our voice to the highest levels of industry, academia, space agencies, government, and the United Nations – in particular through the United Nations Committee on the Peaceful Uses of Outer Space (UNCOPUOS) and the United Nations Office for Outer Space Affairs (UNOOSA) – and any other entities involved in the peaceful uses of outer space:

- To organise global, regional, and local **Events** that connect and foster the space community
- To offer **Scholarships** that enable access to the space sector for all
- To empower continued access to community, projects, and research initiatives through targeted **Project Groups**
- To develop and advocate **Policy positions** that unite and represent the voice of the world’s youth
- To provide **Education & Professional Development** opportunities for all our members

Further, SGAC particularly leverages its extensive network to focus on boosting the growth and **development of underrepresented communities and countries in space.**

SGAC’s **values** are expressed across 10 principles:

SGAC is about People

1. Working Together

2. Acting with Respect and Integrity
3. Embracing Diversity

Reach for the Stars

4. Representing the Space Generation
5. Making a Positive Impact
6. Enjoying what we do
7. Fostering Improvement

Grow. Learn. Network.

8. Growing Together
9. Being Open and Transparent
10. Being Proactive

These values come from the **SGAC Code of Conduct**, which now plays a fundamental role in ensuring that all activities at SGAC are inclusive, enjoyable, and enabling for all our members.

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



SPACE GENERATION
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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, building our long-term impact, and developing relationships worldwide that will endure. The current leadership will move on, preparing for transition periods, and supporting the organisation in advisory roles.
Middle Horizon: 5 years ahead	<ul style="list-style-type: none"> Those who lead the organisation by this time might be NPoCs, new team members, or delegates of global events today, with the current leadership supporting the organisation through alumni activities. The space sector is likely to be evolving due to the external environment, with new opportunities, activities, fields, and partners for the organisation.
Far Horizon: 10 years ahead	<ul style="list-style-type: none"> A far-reaching vision describing what SGAC will look like in 2034. The current personnel in the organisation are likely to be leaders in the space industry, paying forward to the future of the space industry by investing back in SGAC as partners and sponsor The external environment may be significantly different to today, with a different global geopolitical climate, economic environment, and fundraising opportunities.

Enablers

This strategic plan identifies the sustainable operation and growth of SGAC as being based on several key fundamental enablers that allow SGAC to execute its events, projects, and other activities, as well as enable the continued progress of the organisation 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 Representation Policy) and robust governance processes for the Austrian and US SGAC entities.
- **Clear Mission, Vision, Objectives, and Values** to provide focus and direction for the sustainable growth of SGAC activities.
- **Annual SGAC Programme** defining the activities and projects of the organisation, including the effective delivery of global, regional, and local events.
- **Exceptional staff** who are able to perform at a very high level to deliver SGAC's programmes.
- **Motivated and skilled volunteers** contribute to the organisation's activities by donating their time to assist with the administration, execution of projects and development of 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, including a focus on long-term sustainability.
- **Effective communication of outputs and relevant products** including access to resources, the presence of an 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 and 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.

Key Programmes, Activities, and Goals

In 2024, SGAC will continue to deliver its global events (SGC, SGFF, and SGx) which take place alongside important international conferences in the space sector (International Astronautical Congress, Space Symposium, and Satellite Show respectively). Alongside these, SGAC will continue the work of its 11 Project Groups, with a vision towards increasing collaboration and coordination between the groups. SGAC will further the work of our Space Generation Advocacy and Policy Platform (SGAPP). For a second year in a row, we will seek to deliver more than 150 Scholarships and work towards undertaking more work in the area of space education.

In recent years, SGAC has prioritised growth in emerging space economies, particularly in the global south. This intentional strategic shift recognises the importance of inclusivity and diversity in the space sector and is enshrined in our SGAC's vision for the peaceful and inclusive use of space for the benefit of all. This focus will continue in 2024.

The SGAC Endowment Fund

Following more than 20 years of ideation, several years of restructuring and reorganisation, and one massive donation, SGAC formally launched its Endowment Fund in 2021, and fully invested it, in line with the Investment Policy Statement, in 2022. In 2023, this Endowment Fund crossed 1 Million USD. In 2024, alongside aiming to grow the Endowment Fund with contributions from SGAC Alumni, partners, and collaborators, SGAC will develop a disbursement policy to underscore how the additional revenue generated through the Endowment Fund will benefit SGAC. 2024 will also see the first instance of SGAC actively withdrawing proceeds from the Endowment Fund for the benefit of SGAC's members.

CTFT Postcards Campaign

2021 saw SGAC receive a game-changing donation from Blue Origin's Club for the Future (CFTF) (learn more about their generous \$1M donation here). SGAC now has a plan, developed by an internal CTFT task force, to put the resources received to the best use. This included, in 2022, the launch of SGAC's Global Rising Star Scholarship, which is a completely SGAC-facilitated scholarship for 6 students and/or young professionals to come to SGC and IAC.

In 2024, SGAC will continue to deliver on the outcomes specified by the CTFT task force. Alongside this, SGAC wants to continue to thank CTFT for its support and work on bringing awareness to its digital postcard campaign. Club for the Future has unveiled an innovative digital postcard option, accessible here. This platform enables users to effortlessly create and send drawings or messages to space from various digital devices. The uploaded art is sent to space on Blue Origin's New Shepard rocket, receiving a distinctive "Flown to Space" stamp upon return. Creators are then notified via email with instructions on accessing their postcards, while their artwork is featured in a digital art gallery for global sharing. There are no limitations on submissions, and although the traditional paper Postcards to Space program remains available, the focus is now on promoting the new digital platform.

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 additional scholarships from SGCS's yearly budget. For 2024 SGAC's yearly budget plans to dedicate \$44, 000 to provide opportunities as well as recognize the contributions of dedicated SGAC volunteers

Scholarships play a crucial role in SGAC's initiatives, offering financial assistance to members for participation in SGAC and affiliated events worldwide. They particularly support our members from developing countries and are a clear and direct reward for the most active SGAC volunteers. In the upcoming year, the SGAC Scholarships Team will remain to prioritise a number of objectives to enhance the accessibility and effectiveness of scholarships:

- fostering scholarships for minorities and individuals from currently less represented regions (gender, ethnicity, geographical, and more).
- creating guidelines and procedures to improve the quality of applications.
- removing barriers that reimbursement-based scholarships cause, including trying to resolve the issues faced by applicants who do not have the financial means to pay costs upfront.

Raising Awareness of SGAC

SGAC works diligently to raise awareness amongst the next generation of space professionals on a global scale, working together with UNOOSA in promoting UN workshops and activities, and in supporting SGAC members to attend UNOOSA workshops, events and High-Level Fora.

By hosting international, regional, local and thematic events, as well as attending various events globally, SGAC is planning to provide its members with more 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. SGAC's new Communication Strategy 2024 will focus on utilizing social media platforms, newsletters, and other channels to reach and engage with the space youth community, communicating key messages and advocacy efforts to highlight the perspectives

and concerns of the global space youth community, developing and sharing educational content about space-related topics to promote awareness and understanding among the youth and the general public and maintaining an updated and user-friendly website that serves as a central hub for information about SGAC, its activities, and resources.

Internal Governance and Operational Processes

Over our 20-plus years of history, SGAC has grown to be one of the largest global non-profit professional organisations in the space sector. The organisation is built upon year-over-year of knowledge, experience, and relationships. While SGAC is thriving through this organic growth, it has also far outgrown its governance and structure, some of which were set up at the original founding of our organisation and never updated. To address this, SGAC is carrying out an Organisational Review in 2022-2023 to review and update our core purpose, our organisation structure, and our culture, to ensure the organisation rests on solid foundations and remains focused on its mission and its members.

Phase 1 of the review was completed with an organisational-wide reflection and discussion of our purpose. This included updating the SGAC Mission, Vision, and Objectives, and enshrining this within our Statutes and Bylaws. These key foundational statements provide the core guiding principles on how SGAC should make key strategic decisions in the future.

Phase 2, which will be starting in 2023, will align our organisation and roles to meet our Mission, Vision, and Objectives. Phase 3 will explore the SGAC Culture, and how we can retain the unique spirit of family and community that has been core to our organisation since its inception.

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, Bylaws, and Policies.

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, and 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 to continuously improve the quality of its events, projects, activities, management, and operations in all aspects. The enhancement of the internal processes, operations and management is the backbone that sustains 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's 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 objectives 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 2024

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

Near Horizon – SGAC in One Year (2024)

This section describes the main objectives of SGAC for 2024. 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 2024 divided into four themes. SGAC will take into account the sustainable development of the organisation for the current and future global challenges ahead.

Theme	SGAC Overall Objectives for 2024
Theme 1: Quality and Continuous Improvement	<ul style="list-style-type: none"> • Hire and train a Continuous Improvement Officer to develop key strategic tools for the improvement of the organisation, such as a Membership Database and the SGAC intranet. • Leveraging the implementation of the SGAC Membership Database, prepare to conduct NPoCs elections in accordance with the SGAC Election Guidelines. • Conduct an internal reflection on the Co-Chair election process and position, to identify possible optimisations of timeline, representativeness, and capacity. • Improve standardisation, clarity and definition of the different levels of roles, position responsibilities, and expectations across SGAC, completing the update of SGAC's organisational structure.
Theme 2: Sustainability and Growth	<ul style="list-style-type: none"> • Ensure smooth operations and division of responsibilities between four SGAC full-time staff members. • 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. • Develop and implement a disbursement policy for the SGAC's endowment fund to finance dedicated scholarships and internal improvements. • With support from the Continuous Improvement Officer, conduct an internal audit of SGAC's administrative processes and deploy mechanisms to make them more efficient.
Theme 3: Global Impact of SGAC	<ul style="list-style-type: none"> • Foster SGAC's presence at the UN Summit of the Future, leveraging our role as the united voice of the space youth and highlighting the links between space sustainability, youth engagement, and future generations. • Increase SGAC's membership amongst younger individuals, largely through an effective and more modern communications strategy. • Solidify SGAC's new Education and Professional Development Platform, moving towards making it a cornerstone of SGAC activities. • Leveraging the work of the SGAC Business Development Officer, increase our presence in emerging regions of the world.
Theme 4: Connecting	<ul style="list-style-type: none"> • Facilitate a multi-stakeholder dialogue on space sustainability with a view to present united inputs to the Summit of the Future.

the Space Community	<ul style="list-style-type: none"> ● Deliver over 150 scholarships to ensure that space enthusiasts from all over the world participate actively in SGAC events and activities. ● Actively pursue greater diversity and representation at SGAC events, particularly in panel discussions, high-level activities, and invited guests. ● Grow the SGAC Network to 30,000 Members from over 170 countries.
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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 2023 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 (2029)

By 2029, 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 2029, SGAC should focus on the following:

Theme	SGAC Five-Year Strategic Goals
Theme 1: Quality and Continuous Improvement	<ul style="list-style-type: none"> ● Refine the SGAC metrics to improve tracking of the organisational impact globally ● Robust and reputable reporting of insights and data reporting on key space industry workforce and talent development through our Membership Survey and other data collection means ● 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). ● Comprehensive membership database, including SGAC members and alumni.
Theme 2: Sustainability and Growth	<ul style="list-style-type: none"> ● Strengthen and formalise our internal knowledge transfer through internal knowledge sharing, internal talent pipeline, mentorship by recent SGAC alumni, and regular internal professional development opportunities ● Establish a second physical office (outside of Europe) with paid SGAC staff. ● Expand to 5 paid (including remote) staff in SGAC.

	<ul style="list-style-type: none"> ● Consolidate SGAC’s financial security including wider revenue streams such as alumni, endowment, and an education platform.
<p>Theme 3: Global Impact of SGAC</p>	<ul style="list-style-type: none"> ● Develop 7 key space-related policy positions and develop at least one global advocacy campaign related to these positions. ● Expand UN-related activities and develop new joint projects with ECOSOC and UNOOSA. ● Develop relationships with other multilateral organisations e.g. European Union, the 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.
<p>Theme 4: Connecting the Space Community</p>	<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 to 50,000 members worldwide. ● Increase activities supported at the National and Regional level, including more scholarships for emerging space nations.

Far Horizon – SGAC in Ten Years' Time (2034)

By 2034, SGAC will solidify its position as **the primary worldwide network for students and young professionals focused on space**, granting its members direct and exclusive access to the global space industry. Additionally, SGAC offers multiple chances for members to network, work together on projects, and shape space policy. The members of SGAC today will be the **future leaders of space agencies, organisations, and heads of space companies**.

SGAC is poised to reach a **membership of over 100,000** and establish a **robust and persistent presence in nearly all UN Member States** within the next decade. It will foster strong relationships with local industries and organisations, as well as host more events, provide more scholarships, and expand its outreach. At the same time, SGAC will continue its efforts towards democratisation by **allowing members in each State to elect their national representative** through increased community involvement and the implementation of connecting tools and resources aimed at engaging the next generation of members.

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 Group 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 travel to space by 2033**.

By 2033, SGAC's **endowment fund will have been running for 10 years**, and valued at over \$10 Million, providing additional revenues to finance scholarships, fellowships, and activities. SGAC finances continue to consistently grow without a strong dependence on event fundraising. This has been achieved mainly through 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 – SGAC Global Metrics

Carefully selected metrics help lead, track, and drive a globally diversified and multifaceted organisation towards a direction that creates synergies and outsized impact in the world.

SGAC has defined three levels of metrics that track the different level of progress in our global organisation, from the top level down, these are:

Metrics Type	Definition	What the metrics measure
Our Impact	Measure progress towards our long-term purpose and impact defined by SGAC's mission and vision	<ul style="list-style-type: none"> • Vision • Mission
Our Activities	Measure progress towards goals in annual strategic plans, pillar activities, and program implementation that build towards SGAC's objectives	<ul style="list-style-type: none"> • Objectives • Strategic goals • Pillar programs
Our Reach	Measure progress at all levels of the organisation that build capacity and reach, thereby enabling our activities	<ul style="list-style-type: none"> • Network • Partnerships

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 post 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 the 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 the number of applications for each event
Professional Development	<ul style="list-style-type: none"> • Number of vacancies per year • Growth in the number of applications for 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 2024 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 Staff	
Co-Chairs	
1	 Cross 30,000 Members
2	 Improving Regional structure and management
3	 Contribute to the UN Summit of the Future
4	 Update the management of SGAC's US Bank Account
5	 Have at least 4 full-time staff members by the end of 2024
Executive Director	
1	 Increase SGAC'S presence and membership in Africa, Asia Pacific, Middle East and South America
2	 To cultivate collaborations with non-space companies and underrepresented regions
3	 To enhance the quality and reach of SGC/SGFF/SGx
4	 Support and guide the professional development SGAC's permanent staff
5	 Develop and implement a comprehensive CRM to track and manage SGAC's partnership history
Operations Officer	
1	 Improved Communication and Outreach
2	 SGAC Merch
3	 Identify and implement process improvements to streamline operations (with the support of the Continuous Improvement Officer)
4	 Standardise reporting processes to ensure consistency and accuracy
5	 Implement and leverage technology to automate routine tasks and enhance productivity
6	 Facilitate collaboration between different teams to foster a cohesive work environment
Business Development Officer	

1		Improve efficiency and effectiveness of SGAC in less developed countries
2		Facilitate timely completion of compliance-related documents for SGAC events and scholarships.
3		Strengthen the relationship with sponsors/partners in terms of common initiatives that bring new opportunities to our members
4		Enhance SGAC's strategic planning process by contributing to the Regional & Local Strategic Plans.
5		Develop and maintain an updated Business Development Officer Handbook to enhance role clarity and effectiveness.

SGAC Regional Coordinators		
Africa		
1		Increase the productivity and output of African NpoCs
2		Promote inclusion for Francophone countries
3		Increase diversity of regional events and have widespread participation in terms of country attendance
4		Advocacy
Asia-Pacific		
1		Achieve quality and quantity in terms of local and regional events.
2		Consolidate growth of the AP Executive Team and ensure consistency and continuity.
3		Pursue AP-specific projects that identify AP as a dynamic emerging actor in space.
4		Empower NPoCs and other local members to participate in SGAC.
5		Enhance SGAC's visibilities among partners in the Asia-Pacific
Europe		
1		Increase the number and geographical diversity of SGAC Events in the European Region in 2024
2		Active interaction between the European Region, Project Groups and Education and Development Platform
3		Increasing participation in SGAC in the entire region and improving the perception of the NPoC position
4		Increase support for the growth and development of NPoCs, the Regional Team and members of the regional community
5		Consolidate the effectiveness of mutual communication between the European Team and European NPoCs and improve the communication towards all the members of the Region.
Middle-East		
1		Organise the 3rd regional workshop of the ME
2		Organise SG [country] like SG [Saudi Arabia]
3		Opening new positions and expanding the ME team
4		Increase engagement on regional social media platforms
5		Strong and regular connection with the NPoCs

North, Central America and the Carribeans (NCAC)	
1	Increase NPoC Regional Volunteering
2	Build stronger relationships with NPoCs
3	Improve On-Boarding / Off-Boarding Management
4	Implement a management tool
5	Increase in country-level, regional level activities Increase in cross-country, and cross-regional Activities
South America	
1	Create and grow the @sgacsouthamerica Instagram account
2	Launch the SA Monthly Newsletter with curated content
3	Create and expand a partners list for the region
4	Keep all country pages and regional pages updated
5	Improve outputs and work results from NPoCs in their local communities

SGAC Executive Committee Teams	
Executive Secretaries	
1	Grow the Secretary team both globally and regionally, maintain by training the new Co-Executive Secretary, maintain regular communication with the Regional Secretaries
2	Develop timely meeting material Pre and post-meeting documents
3	Finalize the Secretaries Handbook and update it accordingly
4	Onboarding at least 150 NPoC this year
Finance Team	
1	Recruit finance team incl. Deputy Treasurer
2	Optimise Scholarships - Flow of money (continuous effort)
3	Optimisation of Austrian accounting
General Counsel	
1	Coordinate and conduct quarterly meetings with the entire legal team to delegate all appropriate and necessary action items.
2	Reconstitution of team and set standards and goals concerning each individual regarding specific areas of law and professional development.
3	Coordinate with the entire SGAC to ensure the General Counsel is engaged by all groups and provides necessary oversight.
4	Quarterly meeting with SGAC leadership to ensure legal continuity throughout SGAC.
5	Participate in conferences and events to provide an overview of space law and facilitate discussion regarding legal standards of space.
Human Resources Team	

1	Onboarding and Offboarding processes are fully operative
2	Improve the onboarding experience
3	Creation of an application training pack with templates
4	Retraining the HR
5	Increase Vacancy Publicity
Events Coordination Team	
1	Develop local events in Regions
2	Refine the local events timeline.
3	Determine a new way to organize project group events/hackathons
4	Connect SGW WG with Project Groups
5	SGWs in all 6 regions in 2024
Space Generation Congress (SGC)	
1	Promote all the five pillars of SGAC across the event.
2	Regional diversity in terms of sponsors and opportunities
3	Diversification of scholarships + opportunities for the SGC organizing team to get support
4	Boost the relevance of SGC outcomes within the contributions of SGAC to the international space community
5	Ensure diversity at the event in terms of cultures, ages, genders, and professional backgrounds.
Space Generation Fusion Forum (SGFF)	
1	Create more meaningful/impactful virtual programming
2	Increase diversity and international presence of speakers
3	Ensure profitability of event; align with SGAC 2024 financial goals
4	Increase the number of sponsorship opportunities at varying levels
5	Continue to focus on structuring Breakout Sessions such that actionable recommendations are achieved and impact to delegates is maximized
SGx	
1	Increase quality, coordination, and rigour of sponsor engagement
2	Increase interaction and engagement of conference attendees
3	Increase diversity and availability of scholarships
4	Strengthen SGx partner commitments
5	Increase diversity of SGx programming
Space Generation Advocacy and Policy Platform (SGAPP)	
1	Develop SGAPP 2024 Deliverables: 1xPolicy Position, 1xPolicy Overview
2	Advocate & implement SGAC policy position on Space Sustainability (IPASS Report)
3	Support the work of existing SGAPP Divisions (EAGLE, TURTLE, US Task Force)

4	Recruit new policy and implementation officers
5	Build SGAPP's social media presence
Project Group Coordinators	
1	Ensure the continuity and coordination for each PG
2	Implement the new Media and communication strategy to highlight PG the organisation and the greater space community.
3	Develop an Event strategy to leverage opportunities and create better synergies
4	Increase and support PG partnerships
5	Initiate a Grant Mechanism for PG
Education and Professional Development Coordinators	
1	<p>Launching of internal training program via SpaceGen Academy (SGA) to support the professional development and organisational integration of our volunteers</p> <ul style="list-style-type: none"> - Recruit and onboard core subteam leads - Get an internal platform running with 3 - 5 courses that support regional requirements (the precise number of courses TBD by the soft launch of demo and evaluation of reception by Q1) - Kick off three external partnerships to create 3 courses for the public-facing SGA platform for registered SGAC members
2	<p>Create SGAC Professional Development Tracks via the Mentoring Program to support professional development pathways for all members</p> <ul style="list-style-type: none"> - Align with Regional Coordinators on activities and programs to link together in a "Track", identifying areas where EPD can enhance visibility and support (Note: a "Track" refers to a series of programs that an individual SGAC member is recommended to participate in towards their growth. As an example, an SGAC Professional Development Leadership Track could include 1) starting with an SGA course 2) volunteering with an SGAC role for 2 years 3) participating in the Mentoring Program 4) being nominated to attend an SGAC leadership course 4) organising an SGAC event - Support ongoing diversity and inclusivity efforts in professional development through the Mentoring Program, to increase mentorship opportunities in underrepresented regions
3	<p>Support and identify new/existing initiatives within SGAC that fit and align with the EPD Portfolio by establishing a structure for New Initiatives</p> <ul style="list-style-type: none"> - Creation of an open call proposal for projects developed within SGAC to request support - Evaluation and identification of EPD activities across organisations with high potential, recommend them to the EC
4	<p>Coordinate EPD activities and workshops at major events that have a strong SGAC presence to support our members</p> <p>e.g. (but not limited to)</p> <ul style="list-style-type: none"> - Bootcamp at IAC (started in 2022) - Potential Bootcamp at SGFF - Annual SpaceGen Leaders Forum (SGLF) (ongoing compact version for Q1 2024, full fledged version for Q4 2024).
5	<p>Re-launch of Jobs Board to identify, provide and promote opportunities for SGAC Members</p> <ul style="list-style-type: none"> - Launch of Jobs Board on SGAC website or Slack Group

	- Communicate and promote external EPD opportunities and programs to SGAC members by kickstarting a newsletter (TBD by subteam lead)
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SGAC Teams	
Scholarship Team	
1	Streamline scholarship calls and timelines focusing especially on external scholarships to ensure all the winners can attend the events
2	Liaise with Regional Coordinators to help scholarship winners with initial expenses
3	Support SGAC diversity initiatives; Increase scholarship opportunities and support for SGAC members from under-represented regions
4	Promote SGAC Scholarships guidelines for applications and reimbursement
5	Increase the visibility of project groups via project group-related scholarships (i.e paper competitions)
PR & Communications Team	
1	Update and publish the SGAC Brand Identity Document
2	Maintain uniform quality for posts, implement more video content and podcasts
3	Create an SGAC Communication strategy
4	Train SGAC PR&Comms Team members
5	Using Slack as SGAC's main communication platform
Reports Team	
1	Automating the data-filling process
2	Streamlining reports (SGC, SGW, SGFF and Annual)
3	Improve retention of team members
4	Increasing the visibility of reports
5	Improve the frequency of communications within the team
Web & Data Team	
1	Data Analytics and Reporting
2	Improving internal interactions with other teams
3	Enhance Website Functionality and User Experience
4	Training and Skill Development
5	Appeal to young tech enthusiasts to be a part of the web & data team
Alumni Team	
1	<p>Communications: Establish regular communications with SGAC alumni</p> <ul style="list-style-type: none"> - Increasing the newsletter subscription by about 10% till the end of 2024 (TODO: check numbers if they are realistic) - Do 4 social media posts with general information over the year

	<ul style="list-style-type: none"> - Do at least 2 donation stories in 2024 - Setup News story/ page on the Alumni webpage till April 2024 - Setup an Alumni LinkedIn page by June 2024 (TODO: check if this is realistic) - Alumni 2024 yearbook to be sent out at the end of Dec 2024
2	<p>Events: Deliver SGAC alumni events throughout the year that foster a sense of community and increase alumni participation in SGAC</p> <ul style="list-style-type: none"> - Alumni night during IAC with min. 20 dedicated Alumni invitations - Alumni end-of-year party with 2 dedicated Alumni speakers and 80 participants - 3 Alumni meet-ups connected to SGAC events during 2024
3	<p>Finance/Fundraising: Raise \$500k donations to the endowment fund till end of 2024 for a total of \$1.5M</p> <ul style="list-style-type: none"> - Plan more dedicated campaigns for 2024 with smaller sub-goals and tasks - Kick-off endowment fund campaign by April 2024 - Plan an Advisory board week - Endowment fund campaign webpage for kick-off

SGAC Project Groups	
Space Technology for Earth Applications (STEA)	
1	Create 1-3 new project groups on relevant topics utilizing space applications and data for sustainability
2	Create a technical skills workshop week
3	Create 1-2 networking events for industry leaders and academics to showcase careers in Earth Sciences, Oceanography, City Planning, etc
4	
Space Law and Policy (SLP)	
1	Create dedicated research teams on current and relevant topics in the area of space law and policy
2	Host an increased number of events than in previous cycles and connect with regional events
3	Onboarding a higher number of applicants for the next cycle 2024-2025.
4	Offering professional and educational background to PG members focused on Space Law & Policy.
5	Regularly share thought leadership from SLP members to the space community.
Commercial Space (CS)	
1	Increase the number of long-term research projects within CSPG
2	Increase the presence of CSPG
3	Increase the number of active members and positions of leadership
4	Increase the representation of emerging space nations in the CSPG
5	Create a Hackathon where the members engage with Industry and research institutions
Space Exploration (SE)	
1	Improve quality, efficiency and engagement level of existing projects rather than creating new ones
2	Increase the representation of emerging space nations in the SEPG
3	Offer greater networking opportunities with industry

4		Focus more on competitions and events rather than solely on conference papers
5		Increase the impact of SEPG projects on members
Ethics and Human Rights (EHR)		
1		Recruit 20 new members to join the PG by the end of 2024
2		Update the Space Ethics Library with at least 30 new resources by the end of 2024.
3		Organize a Space Ethics Conference for 2025, with at least 100 attendees and 15 expert speakers.
Small Satellites (SS)		
1		Enhance the quality and sustainability of existing projects while fostering continuous member engagement
2		Supplement research projects focussing on conference paper submissions by targeting also team's focus towards competitions and events/hackathons
3		Establish a portfolio for SSPG members to represent the project group at events.
4		Establish a new SSPG leadership team (co-lead roles) in 2024
Near Earth Objects (NEO)		
Space Safety and Sustainability (SSS)		
1		To improve the internal processes of the PG related to membership, partnerships, social media, communication, and projects
2		To invite companies in the space sector dealing with space safety and sustainability to sign a letter of intent for mutual cooperation to be followed with more concrete steps leading to a signing of an MoU and the creation of scholarships
3		To improve the SSS PG website by adding papers written by SSS members, upcoming conferences related to SSS, open-source visualization space debris tools
4		To successfully execute the webinar on Wednesdays
5		To build an ephemeris data repository leveraging open-source space object databases
Space Medicine and Life Sciences (SMLS)		
1		Onboarding and training period for the incoming SMLS committee for the 2024-2025 cycle
2		Enhance the quality, feasibility, and member engagement level of the existing projects
3		Create new opportunities for wider member engagement
4		Establish new partnership(s) / collaboration(s) to support SMLS projects
5		Increase the output and visibility of PG activities
Space and Cybersecurity (SC)		
Diversity and Gender Equality (DGE)		
1		Advancing gender equality & diversity through participating in professional events and/or publishing research.
2		Continuous advancement in research on space workforce: diversity & inclusion issues.
3		Improving the volunteer experience of PG members.
4		Perform/organise targeted outreach on the topics of diversity and gender equality within the space community.

5	Establish new partnership(s) / collaboration(s) to support one of OGL's projects.
6	Advancing gender equality & diversity through participating in professional events and/or publishing research.