INTERNATIONAL ASSOCIATION FOR THE ADVANCEMENT OF SPACE SAFETY

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IAASS STRATEGIC PLAN 2025-2035

As we celebrate two decades of pioneering work in advancing space safety, we stand at a critical juncture in history—a moment where the boundaries of exploration are continuously redefined, and the potential for human achievement extends to the stars and beyond. The IAASS Strategic Plan 2025-2035 reflects not only our enduring commitment to safety in space endeavours but also our vision for a sustainable and equitable future in space activities.

Our mission has never been more relevant. As space becomes increasingly accessible and vital to the future of humanity, so does the need for collaboration, innovation, and the highest safety standards. Safety is not merely a technical mandate; it is a moral imperative that unites us across borders, cultures, and disciplines. Let this plan serve as both a roadmap and a beacon—a testament to our shared responsibility to protect life, preserve the environment, and ensure that space remains a realm of possibility for generations to come. Together, we will continue to lead with courage, inspire with purpose, and innovate with integrity.

IAASS President
Dr. Paul D. Wilde

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1. INTRODUCTION

1.1 MOTIVATION OF THE FOUNDERS

The establishment of the IAASS as an international forum of space safety professional, moved from the consideration of the beneficial contribution that it would provide to overcome certain shortfalls in space safety programs. In particular: a) lack of progress in space safety engineering, due to limited research and educational opportunities, and lack of independent safety organizations; b) lack of international governance of cumulative risk of national launch & reentry operations, and of cumulative impact on the environment; c) lack of international coordination of orbital space traffic management, and of interfaces between space traffic and air traffic; and d) inefficiencies and duplications due to competing safety policies in international space programs.

Additionally, in the era of emerging commercial space, we wanted to act on the ethical principle of facilitating the free communication of safety best-practices and life-saving data, spread the message that advancing safety is an important factor for business growth, and that promoting international space safety regulations and standards is an essential corollary to prevent unfair competition.

1.2 STRATEGIC PLAN STRUCTURE

As we begin our third decade, we adopt this strategic plan to communicate and document:

1. Our primary objectives and why we pursue them – Section 2 documents our mission and vision, timeless objectives, and fundamental values. Our mission statement identifies the purpose of our organization and defines the fundamental reasons behind its establishment. Our vision provides a high-level overview of what the IAASS aims to achieve and its founding principles. Our timeless objectives serve as guideposts for our strategic and tactical plans.

2. Our overarching approach and objectives – Section 3 shows how our baseline organizational approach, activities, and partnerships align with our values, mission, vision, and timeless objectives.

3. Our strategic goals and plans for the next decade – after a brief description of how the enterprise and environment of space has evolved since the inception of our Association, Section 4 communicates our specific goals, strategies, and planned activities.

2. MISSION, VISION, TIMELESS OBJECTIVES AND VALUES

2.1 MISSION

The mission of the IAASS is *to advance an international culture of safe and sustainable exploration and exploitation of space for the benefit and protection of all humanity and the environment.*

The IAASS is committed to relentlessly pursue, through the dedication and knowledge of our members, the advancement of a technical, organizational, and socio-political culture of space safety. Advancing space safety forms the foundation of our endeavor. Compared with the vastness of the political, financial, and intellectual resources that space programs require, our forces are minute, truly a drop in the ocean. Nevertheless, we want to be that drop and indeed a catalyst drop.

2.2 VISION AND TIMELESS OBJECTIVES

The vision of the IAASS is that:

- No accident should ever occur due to poorly estimated or deliberately underestimated risks, inaccessibility of knowledge, lack of management attention or personal accountability.
- Citizens of all nations should be equally protected from the risks posed by launch, reentry, and on-orbit operations.
- Space systems should be developed, built, and operated according to common standards and robust rules for ground and flight safety.
- There should be no harmful interference (e.g., collision) between aerospace systems during launch, reentry, on-orbit, and deep space operations.
- Ground, air, sea, and space environments should be protected from the harmful effects potentially posed by launch, reentry, on-orbit, and deep space operations (including biological, chemical or radioactive contamination).
- Mutual aid provisions for space safety emergencies should be progressively developed, made accessible, and implemented without restriction on the Earth and in space.

We express our concern for the safety and sustainability of civil and commercial space activities, and we call upon all nations and individuals to cooperate with determination and goodwill to enhance access to and promote the use of space for the benefit of current and future human generations by committing to these principles. Advancing safety is both a moral imperative and vital to a secure and sustainable space environment and economy. Space-related accidents typically take a tremendous toll on the overall progress of humanity due to delays, draws on resources, and the loss of political motivation for new endeavors. For example, the Shuttle program took a total of 5 years to return to flight after the two accidents. Thus, the IAASS seeks to ensure the safety of all space missions, vehicles, stations, extraterrestrial habitats, equipment and payloads for the public, ground personnel and crews.

2.3 VALUES

In addition to safety, the fundamental values of our Association include the following:

Technical Excellence - Safety requires a foundation of technical excellence. Safety and innovation are enabled by properly understood data and scientifically grounded assessments. Technical excellence requires that all assumptions are explicitly acknowledged, with rationales that are earnestly challenged. The IAASS is committed to nurturing a worldwide organizational culture of safety technical excellence.

Integrity – Safety requires an unwavering commitment to the truth. Integrity will always be the primary asset of a safety professional. Our members make an explicit commitment to abide by the code of ethics and professional conduct shown in Appendix A. Nothing is more important than supporting and guarding the intellectual and individual integrity of our members and collective presence. Our reputation as the premier worldwide professional organization focused on space safety is commensurate with our integrity as an organization.

Communication – Safety is contingent on open and effective communication. We value free and unencumbered flow of information inside the Association and throughout the broader community of like-minded individuals and organizations. Effective communication requires the courage to question current assumptions, and the willingness to ask even seemingly obvious questions, to listen actively and with an open mind, and be ready to teach and to learn. It also means being able to disagree vigorously and politely, to facilitate productive dialogues.

Education – We believe that space safety will be enhanced through expanded educational curriculum, continuous professional development, and general upgrading of our profession through conferences and workshops. This also means that we consider safety education at every level of space programs and organizations as both intrinsically valuable and a powerful tool for accident prevention.

Proactivity – We believe that space safety is not an accident, but instead the result of deliberate proactive actions. We seek to influence all segments of space program management, engineering, and operations to improve space safety requirements, methods, organizations. We promote the use of proven technologies and inherently safe design solutions. This also means that we make every effort to inform decision-makers of the risks and benefits of various policies and recommendations.

Teamwork and Diversity – Space safety is the product of a multi-disciplinary team of diverse professionals. We know that accidents often emerge from individual and collective blind spots. We value diversity of perspectives as a primary means to minimize blind spots and maximize innovation. We are committed to a culture of diversity, inclusion, and equity, where all people feel welcome and respected. We believe the African proverb that *if you want to go fast, go alone; if you want to go long, go together*.

Accountability – As safety professionals we embrace our personal accountability to the public and the stakeholders that count on our efforts. IAASS officials are accountable to our members for accurate and appropriate actions and allocation of resources to achieve our vision and timeless objectives.

3. OVERARCHING OBJECTIVES AND BASELINE APPROACH

This section describes our overarching approach and objectives in pursuing the mission, vision, and timeless objectives identified above. This section also shows that our baseline organizational approach, activities, and partnerships aligns with our values.

3.1 OVERARCHING OBJECTIVES

The IAASS is committed, through the dedication and knowledge of our members, to the following overarching objectives.

1. Advance the science of space safety worldwide by facilitating improvements of the state of the art. For example, our Technical Committees use well defined terms of reference and implement proven processes to facilitate analysis, judgement and formulation of policies and recommendations without biases.

2. Raise awareness of and promote the application of space safety by improving the understanding and expanding the application of the space safety discipline worldwide. Our books, journal, conference papers, and social media presence are a prime example of how we continuously raise awareness and enable broader application of the space safety discipline.

3. Promote and improve the development of space safety professionals by facilitating communication, dissemination of knowledge and cooperation among interested groups and individuals in this and related fields. Throughout our organization, we bring together a diverse group of participants and encourage everyone to question current assumptions, to ask even seemingly obvious questions, to listen actively, and be ready to teach and to learn. All our events are designed to facilitate productive dialogues and provide opportunities to disagree vigorously and politely.

4. Promote and support the development of modern space safety standards.

5. Promote the harmonization of safety laws, rules, and regulations to protect citizens of all nations equally from the risks posed by space operations.

3.2 BASELINE APPROACH AND ACTIVITIES

The primary activities of the Association designed to accomplish our mission and promote our vision include:

- Providing world-class space safety educational and training programs and tools,

- Publishing the Journal of Space Safety Engineering and technical books,

- Promoting, establishing or participating in working groups and committees to develop international space safety standards and recommended practices,

- Enhancing cooperation by facilitating information exchanges through networking, newsletters, and our website,
- Organizing safety conferences, workshops, and seminars,
- Establishing and maintaining a world-class, searchable database of published and electronic knowledge related to space safety, and
- Performing independent studies, including those sponsored by government and private organizations.

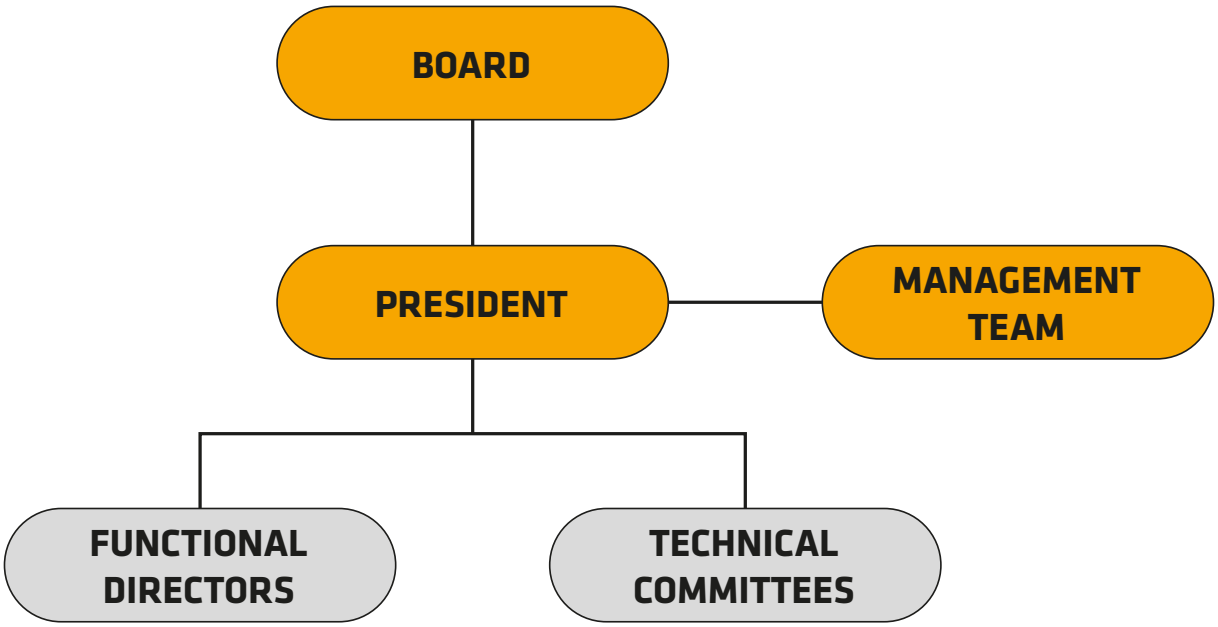
The following subsections summarize the baseline activities of each element of our organization.

3.2.1 ***Executive Board***

The IAASS Executive Board is the policy-governing body of the Association. The Executive Board:

- Is comprised of up to 30 individuals elected by the organization's General Assembly.
- Nominates candidates for President, Executive Director, and Treasurer of the Association to be elected by the General Assembly.
- Endeavors, by means of criteria proposed and approved by the General Assembly, to ensure that the nationality of the Board members adequately reflects the nationality of the members of the Association.
- Includes Regional Representatives elected by the regional members of IAASS.

The Executive Board includes the President of the Association plus the Functional Directors and Chairpersons of the Technical and Standing Committees.



3.2.2 Technical Committee Functions and Membership

The Technical Committees (TCs) are primary pillars that support our vision for space safety. The TCs create a strong link between members from agencies, industry, and academia. Only recognized members of the Space community who satisfy criteria for experience and expertise can become members of the technical committees. The chairpersons of the TCs may also appoint individuals who are non-members of the Association, but meet the criteria above, to be members of the technical committees.

All TCs perform the following generic functions:

- Advance the state-of-the-art in their field of endeavor,
- Establish and maintain a set of references to describe the state-of-the-art in the field,
- Maintain contacts with other national and international organizations active in the field (e.g., UN Office of Outer Space Affairs, ISO),
- Identify current and future challenges in the field, and
- Document recommendations for solutions to challenges in technical reports or position papers.

All Technical Committee voting members must be current IAASS members in good standing and agree to abide by the Terms of Reference (TOR). All TC members must be willing to support the TC activities, including preparation of Position Papers, issuing of TC reports, organizing workshops and IAASS conference sessions, and peer-reviewing papers submitted for publication in the JSSE. Each TC must abide by the TOR ratified by the President. All TCs must use the management procedures documented in the generic TOR for IAASS TCs.

Specific information about the Technical Committees can be found on the IAASS Website (*www.iaass.org*)

3.2.3 Functional Directors

The Functional Directors (FDs) have the responsibility to run the daily operations of the Association efficiently and to lead throughout the Association in their assigned areas. The Functional Directors are responsible for the following areas:

- Academics
- Awards
- Conference Planning
- Policy, Procedures and Data
- Membership
- Professional Training
- Information and Communications
- Young Professionals

Any member of the Association, in good standing, may serve as a Functional Director. The Terms of Reference for each Functional Director are available on the IAASS Website (www.iaass.org).

3.3 PARTNERSHIPS AGREEMENTS

Although we have no formal business partnerships, we have agreed to cooperate with several other organizations with similar interests. This section summarizes the purpose of our current partnership agreements.

3.3.1 British Interplanetary Society

In 2016, the IAASS and the British Interplanetary Society, the world's longest established organization devoted solely to supporting and promoting the exploration of space and astronautics, signed a Memorandum of Understanding (MoU) to set out the principles and guidelines for cooperation between the two organizations. The range of possible activities in cooperation covers mutual support to publications and joint events, workshops, and symposia. The MoU expressively addresses initiatives to be undertaken together in the field of space safety and rescue. Both organizations see a promising opportunity to cooperate in the promotion of internationally accepted rules, regulations and procedures for space mission safety and astronaut rescue in low Earth orbit and on the Moon.

3.3.2 McGill University Institute of Air and Space Law

In 2016, the IAASS and the Institute of Air and Space Law, McGill University, Montreal, Canada, signed a Memorandum of Understanding (MoU) which formalizes the cooperation between the two organizations. The MoU confirms and defines the already existing cooperation on the co-organization of the Manfred Lachs international conferences. Starting in 2013, these annual conferences engage legal and technical experts on the development and operation of space systems to address challenges of civil and military operations in space, risks for space safety and sustainability, and security. Additional activities, which are mutually beneficial and support each other's interests, include reciprocal support to publications and to the advertisement of symposia and workshops, the organization of and participation in joint activities including representation in international event and organizations, and the cooperation on initiatives in the field of space safety and sustainability.

3.3.3 Secure World Foundation

In 2020, the Secure World Foundation, a Colorado nonprofit corporation, and the IAASS entered a partnership under which both parties collaborate to promote scholarship, dialogue, and good governance in the field of outer space activities. This partnership includes cooperation in areas such as, but not limited to, the promotion and facilitation of dialogues on the sustainability of space activities and responsible behaviors among relevant stakeholders in the space domain; the development of practical norms of behavior that could be implemented by commercial and non-commercial space actors; and the publication of technically sound materials related to space safety. The two organizations will also cooperate with each other to develop and promote academic research activities that foster the re- sponsible, safe and sustainable uses of outer space. As a result of the agreement, the *Journal of Space Safety Engineering* introduced a new section: Space Security, Safety, and Sustainability.

3.3.4 Space Generation Advisory Council

In 2015, the IAASS signed a Memorandum of Understanding (MoU) with Space Generation Advisory Council (SGAC) to increase the scope and breadth of the collaboration between the two organizations. Common interests include in promoting space activities and strengthening the space sector's workforce through career development, education, and outreach. Among the activities covered by the MoU, IAASS and SGAC will cooperate in organizing outreach and awareness programs, joint conferences, projects, and workshops. The IAASS support the Space Safety competition by awarding SGAC members with scholarships to attend IAASS conferences. The IAASS also provides the opportunity for qualified SGAC members to become contributors to Space Safety Magazine.

4. STRATEGIC GOALS FOR THE NEXT TEN YEARS

4.1 CURRENT OPERATING ENVIRONMENT

The space environment has changed significantly since our Association was formed ~20 years ago. We have witnessed a rapid increase in the number and diversity of space actors and the emergence of new types of space activities. In the early days of the Space Age, space activities were dominated by a few State actors; nowadays there is a rapidly increasing number of non-State actors (especially commercial entities) entering the space arena. The cost of access to space is decreasing dramatically, stimulating economic growth, attracting more space-based applications, and producing benefits for people around the world.[1] New actors are developing completely new kinds of space activities that pose new safety challenges, such as truly reusable launch and reentry vehicles, large constellations of small satellites, on-orbit servicing and manufacturing, orbital life-extension, nuclear power systems, and planned post-mission disposal operations. These are foundational technical capabilities for the establishment of a viable and enduring space economy, where value in the form of products and services is created in space, and where there is a demand for such products and services from other commercial enterprises.

The increasing congestion in the space environment from operational satellites, defunct satellites, and other forms of space debris, poses serious challenges to the safety of space operations. For several years, orbital debris hazards have posed the greatest risk to people on the International Space Station. Recently, the number of operational satellites in Earth orbit has increased dramatically, elevating the importance of space traffic coordination and management for collision avoidance. Considering this already large number of maneuverable and sometimes non-maneuverable spacecraft, as well as a much larger number of drifting debris objects, it seems clear that satellites of the future will need to rely on some form of autonomous on-board collision avoidance capability. However, increased maneuverability means increased unpredictability of satellite positions, and this will drive the need for continuous data sharing on space object trajectories and maneuvering capabilities.

There are several issues in space projects related to public safety risks that are at the same time national and international in scope.

- Failure during launch and reentry phases represent a safety risk to local as well foreign populations due to nominal conditions or failure cases.
- The launch safety record in the many countries is outstanding, while other countries have suffered accidents.
- Annual increases in the mass of orbital systems (spacecraft and launch vehicle stages) disposed of in an uncontrolled manner subjects a large fraction of the world to higher risks of harm to people and property from debris that survives reentry heating to impact the Earth.
- The increasing use of automated safety systems promises potential increases in safety but also poses new risks associated with inadequate software safety discipline/testing and potential cybersecurity breaches.

1 There was a record 190 commercially procured launches in 2023 that deployed 2,781 commercial satellites, an increase of ~20% from 2022, and 2024 will likely set another record for both commercial launches and satellites.

- Exploration and orbital servicing missions will likely lead to more use of nuclear power sources (NPS). The safety certification of NPS vary substantially from country to country, while the risk is international in nature as evidenced by the Russian Cosmos 954 which contaminated the crash site in northern Canada in 1978.

4.2 SPECIFIC STRATEGIC GOALS

This section describes major goals of our Association in the coming decade:

1. Enhance the development of space safety professionals worldwide by providing professional training courses and educational opportunities for students,
2. Advance an international culture of space safety by promoting and supporting the development of international technical standards and recommended practices,
3. Enhance the financial stability of our organization,
4. Celebrate an international culture of space safety,
5. Grow our organization,
6. Enhance internal and external communication,
7. Grow our influence in multi-national forums,
8. Strengthen our organizational structure, and
9. Facilitate a high level of safety for participants in space operations.

The following subsections show how these goals are designed to be clear, measurable, and focused on outcomes that contribute to achieving our mission.

4.2.1 Enhance the Development of Space Safety Professionals Worldwide

We will advance space safety by enhancing the development of space safety professionals worldwide and establishing space system safety as a technical discipline integral to engineering. The IAASS will facilitate an educational program in space safety engineering in cooperation with major space organizations and academic institutions in Europe, US, and Far East including: a) 10-week in-class International Certificate Program in Space Safety; and b) web-based university-level undergraduate courses in space safety engineering.. Another aspect will be to continue producing top quality educational resources, such as our technical books, and specialized training[2] courses for working professionals. Other specific goals are to (1) identify the IAASS technical books that would benefit from an update by 2030, (2) offer each course listed in the IAASS Professional Training Catalogue once per year based on demand, and (3) develop a strong cooperation with the academic world (e.g. books, journal, student competition, internship programs).

2 Whereas training consists of instruction and study focused on a structured skill set to acquire consistent performance with predictable outcomes, education is instruction and study that encompasses a broader flow of information, fostering creative problem solving and exploration into unknown areas without predictable outcomes.

4.2.2 Promote and Support the Development of International Technical Standards and Recommended Practices

Since the inception the IAASS has highlighted the need for an international organization for space safety governance to manage the establishment of policies, support data sharing and collaboration between states, and monitor the enforcement of agreed rules, similar to the role played by ICAO and IMO in their respective aviation and maritime domains.

While the IAASS will continue to promote the establishment of such organization, we will develop and promote international voluntary consensus standards and guidelines. Considering the steep increase of launch and reentry activities, we will start with safety standards intended to protect aircraft in ICAO delegated airspace (i.e., international airspace) and waterborne vessels in international waters from hazards produced during launch and reentry.

As the space industry matures, safety professionals will need to more accurately and more efficiently identify risks and mitigations to improve safety during all phases of a mission. In other words, there is the need for standardized methods and tools. In the coming decade, the Association will produce technical standards, input to regulatory policies, and recommended practices useful to space safety practitioners and space policy makers worldwide, thereby improving safety outcomes and regulatory efficiency. An especially important specific goal is for each IAASS technical committee to identify at least one technical standard, regulatory policy, or recommended practice and aim to publish a consensus document on that as an IAASS product (such as standard, a journal article, or position paper). This goal is especially important because it expected to have a synergistic effect with many of the other goals for the coming decade. For example, specific goals for the launch and reentry technical committee in next decade also include (1) producing an updated technical book on safety design and analysis methods, and (2) publishing technical standards and/or recommended practices on advanced safety methods, such as probability of failure analysis, empirical benchmarks for comparison to predictions by computer models, and (3) publishing a position paper on use of commanded and automated flight abort to protect public safety.

4.2.3 Enhance Financial Stability

Strengthening the financial foundation of our organization will enable our Association to continue to improve global space safety. Specific goals in the next three years are (1) modernizing our financial regulations, (2) implementing a points system to incentivize and reward the productivity of member, and 3)increase the income of the association. Additional goals for the next decade are (1) developing an endowment and budgets that enable the Association to meet its financial obligations in perpetuity, and (2) supporting a minimum of three salaried positions (Executive Director, Technical Director, Administrative Manager).

4.2.4 Celebrate an International Culture of Space Safety

An active and robust safety culture is essential to the long-term success of the space industry. A high level of safety emerges when people understand and accept their safety responsibilities and programs implement innovative and robust systems to ensure safety rather than simply to comply with regulations and norms or behavior. Our prestigious and intrinsically valuable awards are designed to highlight how individuals and teams made significant and enduring positive impacts on the safe and conscientious use of space, fostering cooperation among the spacefaring nations for the peaceful use of space and for the greater good of humankind. Each awardee receives a beautifully handcrafted work of art, an honorary lifetime membership in the organization, and some reimbursement for their trip to the award ceremony.

Specific goals include (1) securing a sponsor for each award, and (2) developing at least one new award to recognize space safety achievements by young professionals or legal experts.

4.2.5 Grow Our Organization

Since our inception, membership has grown to about 200 members in more than two dozen countries. Specific goals for the next decade include quadrupling the number of members in good standing and double theparticipation at IAASS events. Three elements of the strategy to increase membership and attendance are to (1) make proselytism among top space safety experts worldwide and tailor the membership fee on national cost-of-living parameter (2) support the establishment of national chapters of the Association, and 3) sponsor student paper contests that award the winners with free conference participation.

The IAASS will be seeking financial support by high profile corporations, government organizations, and private entities as crucial for the realization of the association student research and educational programs. The number of IAASS Institutional/Corporate Members of the association should steadily increase and double every five years.

4.2.6 Enhance Internal and External Communications

Effective communication is essential to the mission of the IAASS. Effective external and internal communication will clarify information and enable us to (1) build relationships with likeminded safety professionals, (2) share lessons learned and ideas, and (3) facilitate teamwork and trust. A specific goal for the next two years is to improve internal communication through enhanced information technology, including the capability for members to collaborate on document development and share files (such as action item lists) on a secure site. Specific goals for the coming decade are to (1) double our external communications through social media and formal publications, (2) establish a blog dedicated to technical discussion among members, and (3) raise the rating of the Journal of Space Safety Engineering.

4.2.7 Grow Our Influence in Multi-National Forums

The influence and reputation of our Association has grown significantly due to our active participation with Observer status at the United Nations (UN) COPUOS (Committee on the Peaceful Uses of Outer Space). Specific goals for the next three years include increasing our participation in multi-national forums, such as the UN General Assembly (GA) initiatives (e.g., science summits) and the COPUOUS.

4.2.8 Strengthen Our Organizational Structure

A healthy organization maintains effectiveness and increases durability by revitalizing itself and incorporating lessons learned from past experiences. A specific goal includes cultivating future leaders to fill key positions on the Executive Committee, including a new President, Executive Director, and Treasurer starting in 2026. Several of our technical committees were recently revitalized with new leadership and updated mandates, others are in the process, and some have suffered from the loss of leaders due to death or retirement. Another specific goal for the next two years is to finish updating the mandates of all our committees, and of newly established committees.

4.2.9 Facilitate Improved Safety for Participants in Space Operations

Just before the creation of our Association, in 2004, the Columbia Accident Investigation Board declared *all human spaceflight, is a developmental activity with high inherent risks.* The statistical evidence continues to show that people onboard a crewed vehicle experience risks that greatly exceed those in any mode of transportation. However, aviation went from the riskiest to the safest form of transportation in less than 100 years. The IAASS will continue to facilitate and promote an increased level of safety for the participants in space operations . Specific goals include (1) revitalizing the human spaceflight safety technical committee (updating the mandate and appointing a new chairperson), (2) creating a Safety Culture Rating system for companies and institutions, and (3) publishing at least one technical and one policy standard on human performance, human-system integration, and space medicine.

4.2.10 Summary of Specific Strategic Goals

The following table summarizes the specific strategic goals identified above without any implications regarding relative importance.

	GOAL	DATE
1	Modernize financial regulations	2025
2	Cultivate future leaders to fill all key leadership positions, including a new President, Executive Director, and Treasurer	2026
3	Increase participation in multi-national forums	2026
4	Each technical committee identify at least one technical standard, regulatory policy, or recommended practice to develop consensus on and publish a consensus document on that as an IAASS product (such as standard, a journal article, or position paper)	2026
5	Implement financial rewards/points system	2026
6	Finish updating the mandates of all our committees	2027
7	Enable members to collaboratively develop documents and share files on a secure site	2027
8	Develop at least one new award	2027
9	Facilitate a graduate level education certificate in space safety	2030
10	Publish position papers with proposed regulatory standards and recommended practices regarding the protection of airborne or waterborne people and assets in international regions from launch and reentry hazards.	2030
11	Secure a sponsor for each marquis award	2030
12	Identify the IAASS technical books that would benefit from an update	2030
13	Each technical committee publish a consensus document on a chosen standard, policy, or recommended practice.	2031
14	Raise the rating of the Journal of Space Safety Engineering	2035
15	Quadruple the number of individual members and the number of institutional/corporate members	2035
16	Double in the participation at IAASS events	2035
17	Double the number of social media and publication engagements	2035

APPENDIX A
CODE OF ETHICS AND PROFESSIONAL CONDUCT

Every member shall always conduct themselves as to uphold the dignity and reputation of the Association, and act with fairness and integrity towards all persons with whom his work is connected and towards other members.

1. A member shall always take care to ensure that their work and the products of their work results in no avoidable danger of death or injury.

2. A member shall take all reasonable steps to maintain and develop their professional competence by attention to new developments in space safety science and engineering and shall encourage persons working under their supervision to do so.

3. A member shall not undertake responsibility as a safety scientist or engineer, which they do not believe themselves competent to discharge.

4. A member shall accept personal responsibility for all work they do or done under their supervision or direction and shall take all reasonable steps to ensure that persons working under their authority are competent to carry out the tasks assigned to them and that they accept personal responsibility for work done under the authority delegated to them.

5. A member whose professional advice is not accepted shall take all reasonable steps to ensure that the person overruling or neglecting their advice is aware of any danger, which the member believes may result from such overruling or neglect.

6. A member shall not make any public statement in their capacity as a safety scientist or engineer without ensuring that their qualification to make such a statement and any association they may have with any party which may benefit from the statement, are made known to the person or persons to whom it is directed.

7. A member shall not recklessly or maliciously damage or attempt to damage whether directly or indirectly the professional reputation, prospects, or business of another. A member shall never publicly criticize other members (individual or corporate) or take any initiative that can somehow tarnish their public image.

8. A member shall not in self-laudatory language or in any manner derogatory to the professional dignity, advertise or write articles for publication, nor shall they authorize any such advertisement or article to be written or published by any other person.

9. A member shall not use his access to personal data of other members for purposes different from professional networking. Members will not use such access to recruit personnel, for direct offering of professional services, or for direct selling and advertising products of any kind.

10. Membership in IAASS may at times place individuals in situations where their statements or actions could be interpreted as carrying the *weight* of the Association. An IAASS member will exercise care to not misrepresent IAASS, or positions and policies of IAASS.

11. IAASS is an international Association devoted to the values of equality, tolerance and respect for others. Discriminatory attitudes or actions by any member based on race, sex, religion, age, disability, nationality, or other such factors is an explicit violation of IAASS policy.

IAASS members make an explicit commitment to observe this Code of Ethics and Professional Conduct. Violation of this code is inconsistent with membership in the IAASS, and thus violators may be expelled.