

# THESIS 2: A STRATEGY FOR THE NEXT PHASE OF THE SPACE RENAISSANCE

## Paving the way forward for Sustainable Civilian Space Development, Education, and Institutional Growth

Prepared by Dr. Gülin Dede

### Abstract

Humanity is entering a decisive phase in the development of space activities. What began as exploration has gradually become a growing field of infrastructure, industry, scientific capability, public imagination, and long-term civilizational possibility. Space systems already support essential functions on Earth, from communications and navigation to climate monitoring, disaster response, agriculture, security, education, and global connectivity. At the same time, renewed lunar ambitions, commercial space activities, cislunar planning, and future habitat concepts indicate that human activity beyond Earth is moving toward a more continuous and practical stage.

The Space Renaissance movement must respond to this transformation with clarity, responsibility, and institutional maturity. Its original mission — to promote the expansion of civilization into space as a humanistic and civilian project — remains essential. The extreme urgency of this process to kick-off is even more in need to be largely communicated, seeing the quick involution of geopolitics. Yet the conditions of the present require a broader strategic agenda. Advocacy alone is no longer sufficient. The movement must also strengthen education, research, public communication, funding capacity, international cooperation, cultural engagement, governance dialogue, and organizational continuity.

This thesis proposes a strategy for the next phase of Space Renaissance International. It argues that SRI should develop as a global humanistic, educational, cultural, and policy-oriented platform for responsible civilian space development. The Space Renaissance should be understood not only as a technological process, but as a broader transformation involving philosophy, science, ethics, culture, governance, human development, and long-term responsibility.

The central task for the coming years is to prepare SRI to act with greater coherence, visibility, and impact. This requires a stronger institutional identity, a citable knowledge base, a structured educational and mentorship framework, a serious approach to funding, strategic alliances, public outreach, and a renewed commitment to the humanistic values at the heart of the Space Renaissance.

The next phase of the Space Renaissance must therefore connect vision with implementation. It must preserve the movement's civilizational horizon while building the practical structures needed to sustain it.

## 1 Premise: The Next Phase of the Space Renaissance

The Space Renaissance begins from a simple but profound conviction: humanity's future cannot be understood only within the limits of one planet. The expansion of civilization into space is not a luxury, a distraction, or a narrow technological project. It is a long-term human, cultural, scientific, and civilizational process that concerns the future of life, knowledge, freedom, creativity, and responsibility.

For decades, space activity was perceived mainly through the language of exploration, competition, national prestige, and scientific achievement. These dimensions remain important, but they no

longer describe the full meaning of the present moment. Space has become part of the functioning structure of modern civilization. Satellites, orbital services, space-based data, and global communications already shape life on Earth. At the same time, new capabilities are opening the possibility of more sustained human and industrial activity beyond Earth.

This transformation requires a movement capable of holding the larger horizon in view. Space development cannot be left only to markets, governments, technical agencies, or geopolitical competition. It also requires a humanistic voice: one that asks what kind of civilization humanity is building, how space development can serve life on Earth, and how future human presence beyond Earth can be guided by dignity, cooperation, sustainability, and responsibility.

SRI enters this next phase with a double inheritance. On the one hand, it inherits the open-world and astronautic-humanist vision of the Space Renaissance, according to which humanity must learn to think and act beyond the limits of a single planet. On the other hand, it inherits a formal institutional mandate: to educate, research, publish, organize congresses and cultural activities, support peace and rights, and promote informed public understanding of humanity's long-term development in space.

The next phase of the Space Renaissance must therefore be a phase of maturation. The movement must continue to inspire, advocate, and communicate, but it must also organize, educate, publish, partner, fund, and implement. It must become capable of producing durable knowledge, supporting future leaders, engaging public institutions, and contributing meaningfully to international debates on the future of civilian space development.

This thesis sets out a strategic direction for that next phase. It does not abandon the original vision of the Space Renaissance. It strengthens it by asking what structures, programmes, partnerships, and principles are necessary for the movement to become more effective in the years ahead.

## 2 The Present Space Context

The present space context is marked by a transition from exceptional missions toward continuous activity. Space is no longer only a remote destination for exploration. It is becoming an operational environment connected to the daily life, infrastructure, economy, and security of societies on Earth.

Satellite systems already support communications, navigation, climate observation, disaster management, agriculture, transport, financial timing, scientific research, and global connectivity. These systems are often invisible to the public, yet they form part of the essential infrastructure of contemporary civilization. As societies become more dependent on space-based services, the responsible development and protection of the space environment becomes increasingly important.

At the same time, new capabilities are changing the practical horizon of space development. Reusable launch systems, commercial spaceflight, small satellite constellations, robotic systems, artificial intelligence, in-orbit services, and renewed lunar programmes are expanding what can be imagined and attempted. Cislunar space, lunar surface activities, private stations, and future resource use are no longer only speculative themes. They are increasingly part of strategic planning by governments, companies, research institutions, and international actors.

This growing activity also brings new risks and responsibilities. Orbital congestion, debris, unequal access, unclear rules for resource use, geopolitical tension, and the possible commercialization of space without sufficient public or ethical orientation all require attention. The expansion of space activity must therefore be accompanied by stronger dialogue on governance, sustainability, peaceful cooperation, and the long-term public interest.

The Space Renaissance movement has a distinctive role in this environment. It can connect technical progress with civilizational meaning. It can explain why space matters not only to engineers or astronauts, but to citizens, students, educators, artists, policymakers, and future

generations. It can also help ensure that the expansion into space remains connected to humanistic values and to the improvement of life on Earth.

The challenge is therefore not only to support more activity in space. The challenge is to shape the direction of that activity. Space development should not become merely another arena of competition, extraction, or fragmented commercial expansion. It should become part of a wider human project: the responsible enlargement of civilization's sphere of knowledge, action, and care.

### **3 Civilian Space Development as the Core Mission**

Civilian space development remains the central mission of the Space Renaissance. It expresses the idea that space should not remain the exclusive domain of military structures, government agencies, elite professional crews, or commercial monopolies. The opening of space must be understood as a civilian, human, cultural, scientific, and social process.

This does not mean that everyone will immediately live or work in space. It means that the systems enabling space activity should gradually be designed with broader human participation in mind. Transportation, habitats, life-support systems, legal frameworks, educational pathways, insurance mechanisms, safety standards, and cultural narratives must evolve from exceptional mission logic toward ordinary human presence and activity.

Civilian space development therefore includes both technological and institutional work. It requires vehicles and infrastructures that can support wider access. It requires habitats that protect health, dignity, and psychological well-being. It requires legal and governance frameworks that allow ordinary human activities to take place beyond Earth. It requires educational systems that prepare students and young professionals for future space-related roles. It also requires public narratives that make space meaningful to society as a whole.

The civilian dimension is essential because the future of space cannot be separated from the future of humanity. If space development is guided only by strategic rivalry, short-term profit, or technical achievement, it will remain incomplete. A true Space Renaissance must ask how space can support human flourishing, cultural development, scientific discovery, sustainability, and long-term civilizational resilience.

For this reason, SRI should increase the defence of civilian space development as a humanistic principle. The aim is not only to reach orbit, the Moon, Mars, or other destinations. The deeper aim is to enlarge the conditions under which human civilization can continue, develop, learn, create, and take responsibility for its future.

### **4 The Space Renaissance as a Civilizational Movement**

The Space Renaissance is more than renewed interest in space. It is a civilizational movement rooted in the conviction that humanity's expansion beyond Earth should be guided by knowledge, creativity, responsibility, and humanistic values.

A renaissance is never only a technical acceleration. Historically, renaissance periods have brought together new instruments, new knowledge, new cultural imagination, and new ways of understanding humanity's place in the world. They have expanded not only what human beings could do, but what they could imagine, study, build, and become.

The Space Renaissance should be understood in this broader sense. It is technological because new capabilities make the sustained use of space increasingly possible. It is scientific because space expands the field of discovery and deepens humanity's understanding of the universe. It is cultural because space changes the horizon of imagination, art, education, and identity. It is ethical because expansion beyond Earth allows a general improvement of the basic conditions supporting a growth of ethics in all human activities, and also raises questions of responsibility, justice, peace, and

stewardship. It is civilizational because it concerns the long-term structure and direction of human development.

For SRI, this understanding is decisive. The movement should not define itself only through enthusiasm for exploration, nor only through support for industrial development. Its distinctive contribution is to connect the expansion into space with a larger humanistic project. SRI should help articulate why space matters for civilization, how it can serve both Earth and future generations, and what principles should guide its development.

The Space Renaissance is therefore not only about reaching space. It is about renewing humanity's capacity to act with foresight at a larger scale. It is about preparing a civilization capable of expanding without losing its responsibility, innovating without losing its ethics, and reaching beyond Earth without abandoning its commitment to life on Earth.

## **5 SRI's Role in the Next Phase**

Space Renaissance International should act as a platform where vision, education, research, public communication, policy dialogue, culture, and institutional development reinforce one another. Its role is not limited to advocating for more space activity. Its deeper function is to help interpret, guide, and humanize the expansion of civilization beyond Earth.

This role is not newly invented. It is already implicit in the structure and mandate of SRI itself. The Association is not only a space advocacy community, but a platform formally oriented toward education, university and postgraduate training, scientific research, cultural activity, rights, peace, publications, congresses, and studies related to settlement off Earth. The next phase should therefore organize these functions more coherently so that SRI's mission becomes more visible, more citable, and more institutionally effective.

SRI has already developed important programme areas, including education, mentorship, research, art, public outreach, strategic alliances, and engagement with international institutions. These elements should now be strengthened and connected more coherently so that they support a visible and durable institutional mission. The earlier programme architecture already identified the Academy, Mentorship Programme, Education Programme, Research Programme, Art Chapter, Medici Fund, and UN-facing initiatives as relevant pillars for SRI's development.

In the next phase, SRI should position itself as an international platform with five complementary functions.

### **5.1 Intellectual and Research Function**

SRI should support the development of coherent ideas, concepts, and research outputs related to civilian space development, space philosophy, sustainability, governance, human presence beyond Earth, and the long-term future of civilization.

This requires more than internal discussion. It requires papers, proceedings, publications, working groups, and partnerships that can be cited, shared, and used by researchers, students, policymakers, and institutions.

### **5.2 Educational and Mentorship Function**

SRI should strengthen its educational role through structured mentorship, learning programmes, student engagement, and cooperation with universities. The next generation of Space Renaissance leaders will require interdisciplinary formation: not only engineering and science, but also law, governance, ethics, communication, culture, and systems thinking.

The Space Renaissance Academy and Mentorship Programme can become central instruments in this process.

### **5.3 Public Communication Function**

SRI must continue to communicate with the wider public, but with clearer messages and more accessible formats. The public must understand why space development matters for life on Earth, for future generations, and for the long-term resilience of civilization.

This requires a stronger communication strategy, including articles, visual materials, social media, lectures, exhibitions, newsletters, and public events.

### **5.4 Policy and Governance Dialogue Function**

As space activities expand, governance questions will become increasingly important. SRI should contribute to dialogue on sustainability, peaceful cooperation, civil rights in space, orbital debris, resource use, space law, and the responsible development of human presence beyond Earth.

SRI does not need to become a legal institute, but it can serve as a convening platform where technical, legal, ethical, and cultural perspectives meet.

### **5.5 Cultural and Artistic Function**

The Space Renaissance must also be cultural. Art, storytelling, design, exhibitions, and public imagination are not secondary to space development. They help society understand and emotionally connect with the future being created.

The SRI Art Chapter and related cultural initiatives should therefore be developed as part of SRI's strategic identity, not as an optional addition.

## **6 Activity Domains and Structural Alignment**

The current structure of SRI reflects a rich accumulation of initiatives developed over time, including education, mentorship, research, policy dialogue, cultural activities, partnerships, and outreach. These activities demonstrate both the breadth of the Space Renaissance and the commitment of its contributors. At the same time, their development has largely followed an organic path, resulting in a distributed and, at times, fragmented organizational landscape.

For the next phase, a clearer structural alignment is required. This is not a question of reducing diversity of activity, but of organizing it in a way that supports coherence, visibility, coordination, and implementation.

From an institutional and organizational perspective, this can be approached through the identification of core activity domains. Drawing on principles from technology management and systems structuring, complex organizations benefit from grouping activities into a limited number of domains that reflect both their functional logic and their strategic direction. This allows distributed initiatives to be aligned, coordinated, and scaled without suppressing their diversity.

Applying an institutional and technology-management lens to SRI's existing activities makes it possible to identify three core activity domains. Once identified, these domains can be consolidated into three strategic pillars for the next phase of SRI: Engineering and Applied Systems; Policy, Governance and Institutional Strategy; and Culture, Ethics and Civilizational Futures.

### **6.1 Culture, Ethics and Civilizational Futures**

The first strategic pillar brings together SRI's cultural, philosophical, and humanistic activities. It includes philosophy, ethics, art, public imagination, civilizational narratives, and broader reflections on the meaning of space development for human civilization.

This pillar reflects the civilizational dimension of the Space Renaissance. It connects technical and institutional developments to questions of meaning, identity, responsibility, and long-term human development.

## **6.2 Policy, Governance and Institutional Strategy**

The second strategic pillar consolidates SRI's engagement with policy, governance, and institutional development. It includes the Space Policy Committee, the Space 18th SDG initiative, UN-facing engagement, space governance dialogue, and strategic partnerships.

This pillar reflects the need to position the Space Renaissance within global institutional frameworks. It connects SRI's vision to questions of law, governance, sustainability, international cooperation, and long-term civilizational responsibility.

Within this pillar, two complementary dimensions can be distinguished: institutional strategy and partnerships on the one hand, and policy and legal development on the other. Both are necessary for SRI to act effectively in an increasingly complex international environment.

## **6.3 Engineering and Applied Systems**

The third strategic pillar brings together SRI's technical and development-oriented activities. This includes work on space habitats, life-support systems, simulated gravity, transport concepts, infrastructure, and applied space architectures.

This pillar reflects the material and technological dimension of the Space Renaissance. It connects conceptual work with engineering feasibility and long-term implementation pathways. It also provides a bridge between SRI and the broader space engineering and research community.

## **6.4 Structural Role of the Strategic Pillars**

These three strategic pillars provide the organizing structure through which SRI's committees, programmes, partnerships, and governance functions can be aligned. They provide a framework through which existing activities can be coordinated and developed more effectively.

The identification of these pillars makes it possible to connect distributed initiatives into a coherent structure, support clearer leadership and coordination, align intellectual, operational, and institutional work, improve visibility and communication, and create a foundation for funding and partnerships.

In this sense, the strategic pillars serve as the structural backbone of SRI's next phase. They link the movement's vision to its programmes, and its programmes to its governance and implementation structures.

## **6.5 Academy**

The Space Renaissance Academy should be understood not only as an educational platform, but as SRI's mechanism for intellectual continuity. It can serve as the place where philosophical orientation, scientific seriousness, interdisciplinary learning, and leadership formation are brought together. In this sense, the Academy should help define and maintain the philosophical and scientific standards of SRI, while also functioning as a bridge toward universities, research institutions, public actors, and future partners.

In operational terms, the Academy can serve as the ecosystem connector across these strategic pillars. Philosophy and history provide the long-term civilizational frame; policy and governance translate that frame into institutional and political requirements; living-in-space research and cultural initiatives translate it into human and qualitative requirements; and these, in turn, inform work on habitats, technology, industry, and future space societies. Seen in this way, the Academy is

not a parallel structure beside SRI's pillars, but a knowledge and formation architecture running through them.

## **7 Strategic Priorities for 2026–2031**

The coming five years should be treated as a consolidation and implementation phase. SRI should avoid dispersing its energy across too many disconnected activities. Instead, it should focus on a limited number of strategic priorities that reinforce one another and prepare the organization for a more mature institutional role.

The next phase requires continuity with the previous programme, but also greater clarity, discipline, and external visibility. SRI should remain an activist movement of vision and advocacy, while also becoming a platform capable of producing knowledge, educating future leaders, building partnerships, attracting resources, and contributing to international dialogue on the future of civilian space development.

The following priorities are therefore proposed as the strategic framework for the next phase.

### **7.1 Priority 1: Strengthen SRI's Institutional Identity**

SRI should clarify its mission for the next phase. The organization should present itself as a global humanistic, educational, cultural, and policy-oriented platform for the responsible development of civilian space activities.

This requires a clear statement of purpose, updated communication materials, and a coherent explanation of what the Space Renaissance means today. The organization's identity should be understandable both to long-standing members and to new audiences, including students, researchers, policymakers, funders, cultural institutions, and the wider public.

A stronger institutional identity does not mean narrowing the movement. On the contrary, it allows SRI to communicate its broad mission more clearly. The Space Renaissance should be presented as a movement linking science, technology, humanistic values, education, culture, and long-term responsibility.

This identity should also help distinguish SRI from purely technical, commercial, or national space actors. SRI's distinctive role is to hold the civilizational, ethical, educational, and cultural horizon of space development in view.

### **7.2 Priority 2: Prepare SRI as a Fundable and Findable Organization**

The next phase of SRI requires a more serious and systematic approach to funding. Vision, commitment, and volunteer energy are essential, but they cannot alone sustain a growing international organization. Without financial resources, human resources cannot be maintained, programmes cannot be implemented consistently, and institutional continuity remains fragile.

Funding must therefore become a strategic priority in its own right. SRI should prepare itself to become a fundable, findable, and credible organization for foundations, donors, public institutions, private sponsors, research partners, and international funding bodies. This requires more than occasional fundraising efforts; it requires the institutional conditions that make an organization eligible, trustworthy, visible, and attractive to funders.

SRI should develop the basic elements expected from a serious NGO or international civil society organization: a clear mission statement, transparent governance, defined programme areas, documented outputs, accessible communication, reliable administrative procedures, visible leadership, a professional public presence, measurable objectives, and a portfolio of fundable projects.

The organization should also develop a structured funding pipeline. Relevant opportunities should be mapped, short project concepts should be prepared in advance, potential sponsors and donors should be identified, and partnerships with universities, institutions, and cultural actors should be cultivated. Possible funding areas include education, youth engagement, mentorship, research, public outreach, sustainability, space governance, art and culture, and capacity-building for civilian space development.

Funding is directly connected to human capacity. If SRI wishes to develop serious programmes, it must eventually be able to support at least key coordination, communication, project management, research, and administrative roles. This does not weaken the spirit of volunteer contribution; it protects it by giving volunteers a stable structure within which their work can become effective.

Becoming fundable also means becoming findable. Potential partners and funders must be able to understand quickly who SRI is, what it does, what it has achieved, what it proposes to do next, and whom to contact. A movement that seeks to shape the future must also build the material conditions that allow it to continue.

### **7.3 Priority 3: Develop a Citable Knowledge Base**

SRI should broaden the publication of its materials across publicly available, citable, and well-structured outputs. Presently, the database for publications and webinar collections as of 2021 are as follows:

- <https://spacerenaissance.space/documents/papers-fragments/>
- <https://academy.spacerenaissance.space/space-renaissance-academy-webinar-series/>

Further to these resources, upcoming congress theses, position papers, educational materials, research notes, and proceedings should be archived and presented in a way that allows external audiences to reference them.

This is essential for institutional credibility. A movement that produces ideas must also make those ideas visible, traceable, and usable. If SRI wishes to influence academic, policy, educational, and public debates, its intellectual production must be accessible beyond internal discussions.

A citable knowledge base would also protect continuity. Ideas developed within the movement should not disappear into informal conversations or scattered documents. They should become part of an organized intellectual record that can support future research, education, partnerships, and public communication.

This knowledge base should include both deep conceptual documents and shorter public-facing materials. The first level supports intellectual and academic credibility; the second level supports outreach and accessibility. Both are necessary for a mature movement.

### **7.4 Priority 4: Institutionalise the Space Renaissance Academy**

The Space Renaissance Academy should become one of SRI's core instruments for education, leadership formation, and intellectual continuity. It can host lectures, mentorship activities, thematic courses, student projects, research discussions, and interdisciplinary learning formats.

The Academy should not be understood only as a collection of lectures. It should become a structured educational platform capable of forming Space Renaissance leaders. These leaders will need more than technical knowledge. They will need an understanding of space history, philosophy, governance, sustainability, human factors, culture, and public responsibility.

Possible themes include astronautic humanism, history and philosophy of space development, civilian space development, space governance and law, sustainability and space, human habitats and analog missions, space art and culture, and future space societies.

The Academy can also support SRI's visibility and fundability. A structured educational platform is easier to present to universities, students, partners, sponsors, and public institutions. It gives SRI a concrete vehicle through which its ideas can be transmitted and developed.

## **7.5 Priority 5: Revitalise the Mentorship Programme**

The Mentorship Programme should be updated with clearer themes, mentor roles, student expectations, and institutional partnerships. It should help students and young professionals find meaningful pathways into space-related work.

Mentorship should not remain informal only. It should become a structured programme that can support research, thesis work, career development, project participation, and SRI's long-term leadership pipeline. Clear expectations would benefit both mentors and mentees.

The programme should also reflect the interdisciplinary nature of the Space Renaissance. Future contributors may come from engineering, space science, law, governance, policy, arts, communication, education, medicine, architecture, sustainability, and social sciences. SRI should be able to offer pathways for all of these profiles.

A revitalised mentorship programme would also strengthen generational continuity. If SRI wishes to remain relevant, it must actively cultivate younger members and help them develop into contributors, organizers, researchers, communicators, and future leaders.

## **7.6 Priority 6: Advance Public Outreach and Communication**

SRI should communicate more clearly to non-specialist audiences. The language of the Space Renaissance must be inspiring, but also understandable. Public outreach should show how space development connects to life on Earth, sustainability, education, opportunity, culture, and future generations.

The public should not encounter space only as spectacle, competition, or distant exploration. SRI can help explain space as part of humanity's long-term development and as a domain connected to practical needs such as climate observation, disaster response, communications, science, education, and resilience.

SRI should therefore produce concise public materials alongside deeper research documents. Articles, visual materials, newsletters, short explainers, lectures, exhibitions, interviews, and digital media can translate the movement's deeper ideas into accessible language.

This dual communication model is essential. SRI needs serious conceptual work for credibility, but it also needs public-facing narratives that allow broader audiences to see themselves in the future it describes.

## **7.7 Priority 7: Develop Strategic Alliances**

SRI should continue building alliances with space organizations, universities, research institutes, cultural institutions, humanitarian actors, international platforms, and relevant civil society networks.

Partnerships should be chosen according to strategic value, shared principles, and implementation potential. Alliances should not be pursued only for visibility. They should strengthen SRI's role in education, research, outreach, governance dialogue, cultural engagement, and institutional development.

Strategic alliances can also help SRI become more credible and fundable. Universities can support research and education; cultural institutions can support public engagement; NGOs and humanitarian actors can connect space development to social benefit; international organizations

can provide dialogue platforms; and industry actors can bring practical implementation perspectives.

To be effective, partnerships should be documented, maintained, and connected to specific activities. SRI should avoid loose symbolic associations and instead cultivate relationships that produce visible outputs, shared events, research, educational programmes, or funding opportunities.

## **7.8 Priority 8: Strengthen the SDG 18 Discussion**

The earlier SRI programme argued for an 18th SDG connected to civilian space development and the expansion of civilization beyond Earth. This remains a valuable idea, but it should now be developed in a broader and more accessible way.

The SDG 18 discussion should connect space development with planetary sustainability, Earth observation, disaster resilience, equitable access to space benefits, responsible resource use, peaceful cooperation, and long-term civilizational resilience.

This would make the concept more relevant to international institutions and to audiences outside the traditional space advocacy community. Rather than presenting SDG 18 only as a call for expansion, SRI can frame it as a bridge between space development and the sustainability of life on Earth.

This approach would also make the idea more compatible with current global policy language. It allows SRI to speak to the United Nations system, universities, sustainability actors, and younger generations in a way that is constructive, responsible, and future-oriented.

## **7.9 Priority 9: Support Human-Centred Space Development**

SRI should give greater attention to the human conditions of future space presence. This includes habitats, life support, health, psychology, community, culture, governance, education, and the social organization of life beyond Earth.

Future space settlement is not only a technical problem. It is also a human, social, institutional, and cultural challenge. Transport systems and infrastructure may enable access, but they do not automatically create livable environments or meaningful communities.

SRI can contribute by keeping the humanistic dimension of space development visible. The movement should advocate for space systems that support human dignity, safety, accessibility, well-being, creativity, and long-term social continuity.

This priority also connects with analog missions, habitat research, education, art, and governance. Earth-based analog environments can serve as laboratories for future space societies, helping researchers and institutions understand not only how humans survive in extreme environments, but how they cooperate, govern, learn, create, and sustain meaning.

## **7.10 Priority 10: Improve Internal Programme Discipline**

SRI should improve its internal programme discipline through clearer roles, realistic commitments, defined responsibilities, programme coordination, action tracking, and simple reporting structures.

Volunteer organizations can only grow when responsibilities are clear and commitments are realistic. Informal enthusiasm is valuable, but it cannot replace operational clarity. If activities depend entirely on individual availability without structure, programmes become fragile and difficult to sustain.

Institutional maturity does not reduce the spirit of the movement. It allows the movement to become effective. Clearer programme discipline would help SRI protect volunteer energy, avoid frustration, maintain continuity, and present itself more credibly to partners and funders.

This priority is closely connected to all others. Education, funding, outreach, research, partnerships, and governance dialogue all require coordination. The next phase of SRI should therefore combine vision with practical discipline, ensuring that its ambitions are supported by the organizational habits needed to implement them.

## 8 Governance and Implementation Framework

The governance proposals in this section are strategic recommendations for the next phase of SRI and shall be implemented in conformity with the current Statute and Bylaws, or, where necessary, through subsequent statutory or bylaw amendment procedures.

The next phase of SRI requires a Board structure that reflects both institutional continuity and the practical implementation needs of the organization. The Board remains responsible for governance, oversight, financial supervision, strategic direction, and the safeguarding of SRI's mission.

The President serves as Board Chair, with a non-executive governance function. This maintains continuity of representation and institutional oversight, while executive coordination is carried out through the Executive Director and the director-level structure.

The Founder continues in the role of Founder and Honorary Chair, ensuring continuity of vision and the civilizational perspective of the Space Renaissance.

The Board includes representation from SRI's principal activity pillars and core governance functions:

- President and Board Chair
- Founder and President Emeritus
- Executive Director
- Director of SR Academy
- Director of Institutional Strategy and Partnerships
- Director of Policy and Legal Affairs
- Director of Engineering and Applied Systems
- Director of Culture, Ethics and Civilizational Futures
- Director of Intercultural Integration
- Director of Young Generations Engagement
- Director of Space Renaissance Ambassadors
- Director of Nominations and Awards
- Treasurer / Finance Oversight

This composition aligns governance with the three core pillars of SRI's activities while maintaining the functions required for institutional oversight and financial credibility.

SRI's committees and committee chairs remain central to the organization's intellectual and programmatic activity. These committees provide thematic expertise, continuity of research, and member engagement. Their work is connected to structured leadership tracks within each pillar, linking committee activity to coordinated outputs, educational programmes, policy work, partnerships, and Board-level representation.

Each pillar is coordinated at director level. Directors work across committees within their domain, align outputs, support programme development, and ensure that SRI's activities contribute to a coherent institutional direction.

Within the Policy, Governance and Institutional Strategy pillar, two director-level roles operate in parallel. The Director of Institutional Strategy and Partnerships leads external positioning, strategic alliances, funding development, and international engagement. The Director of Policy and Legal Affairs leads policy development, legal frameworks, thematic continuity, and coordination of policy-

related committees. This structure connects institutional development with substantive policy work.

Representation of the Space Renaissance Academy in Board deliberations is ensured through the Academy Director, working in coordination with the SR Academy Committee (SRAC). This helps ensure that the Academy's didactic, scientific, and academic mission is treated as a core institutional function of SRI and provides a formal link between committees, educational programmes, mentorship, and Board-level decision-making.

The Executive Director coordinates implementation across all pillars and directorates. This function is supported by an Executive Secretariat, which provides operational coordination, including executive assistance and finance/administrative support, with additional project, communications, or development capacity added as resources develop.

## **9 Five-Year Implementation Plan**

The governance and management framework proposed here should be understood as a strategic model for implementation over the 2026–2031 period progressively. It is intended to guide SRI's next phase in conformity with the current Statute and Bylaws, and, where necessary, to inform any subsequent governance refinements that may require formal approval through the Association's proper constitutional procedures.

### **9.1 2026–2027: Consolidation**

Roles are clarified, the Board composition is confirmed, the directorate model is approved, the Executive Director mandate is formalised, the Executive Secretariat is established, committees are aligned with the pillar structure, and the 2026 Congress outcomes are implemented through the new structure.

### **9.2 2027–2028: Directorate Formation**

Director-level coordination is developed across the pillars and academy, committees are connected to leadership tracks, and programme priorities, outputs, and responsibilities are defined.

### **9.3 2028–2029: Funding and Partnership Expansion**

Fundable programme portfolios are developed across engineering, policy, education, culture, and public engagement. Partnerships with universities, space organizations, cultural institutions, foundations, and international platforms are strengthened.

### **9.4 2029–2030: Institutional Stabilisation**

Administrative processes, reporting, finance, communications, membership and programme coordination, and knowledge management are consolidated across the organization.

### **9.5 2030–2031: Review and Renewal**

The governance model, programme outputs, leadership structure, and institutional positioning are assessed, followed by preparation of the next five-year strategy.

Accordingly, this thesis invites the Congress not only to reaffirm the founding humanistic mission of SRI, but also to endorse the institutional strengthening required to carry that mission into its next phase: through the Academy, a citable knowledge base, a stronger mentorship and educational framework, strategic partnerships, and a governance model capable of linking vision with implementation.

## 10 Toward a Responsible Space Renaissance

The next phase of SRI should be guided by a simple principle: space development must serve the long-term flourishing of civilization.

SRI is promoting expansion into space and never frames it as an escape from Earth (as some opposers of space expansion have insinuated for years). Earth remains the home of humanity, the cradle of life, and the center of our cultural and moral responsibility. The development of space will strengthen, not weaken, our responsibility toward Earth.

At the same time, humanity should not limit its future to the surface of planets and moons. The expansion may also take place in free-space rotating habitats, according to the Gerard O'Neill's concepts and design. The expansion of knowledge, infrastructure, industry, culture, and human presence beyond Earth shall become one of the great constructive projects of civilization. It can support resilience, scientific discovery, economic opportunity, and a renewed sense of shared human purpose.

The task of the Space Renaissance movement is to help ensure that this transition is understood in its great urgency and is guided wisely.

SRI should therefore stand for a form of space development that is civilian in orientation, peaceful in purpose, sustainable in method, humanistic in values, educational in spirit, international in cooperation, and future-oriented in responsibility.

This is the bridge between the original vision of SRI and its next phase.

## 11 Conclusion

The previous phase of SRI helped articulate the urgency and importance of civilian space development. The next phase must build on that heritage while adapting it to a changing space environment.

The coming years will require more than advocacy. They will require education, research, cultural work, institutional partnerships, governance dialogue, funding readiness, and disciplined implementation. SRI has the opportunity to become a stronger platform for this work: not only as a voice calling for the expansion of civilization into space, but as a movement helping to shape that expansion responsibly.

The Space Renaissance is not only a dream of reaching new worlds. It is a call to renew humanity's capacity for knowledge, cooperation, creativity, and long-term responsibility.

The next phase of the Space Renaissance should therefore be measured not only by how far humanity travels, but by what kind of civilization it chooses to become as it expands.