

Final report: Norwegian Space Academy

A satellite view of Earth at night, showing the illuminated landmasses of Europe and North Africa against the dark background of space. Two bright satellite streaks are visible in the upper right portion of the image.

2026

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Introduction

The Norwegian Space Academy (NSA) project was established to develop a comprehensive and sustainable educational and training framework within higher education, leveraging the unique opportunities offered by the new spaceport at Andøya and the rapidly growing space industry in Norway.

This initiative responds to the increasing national and regional focus on space as a strategic sector, with significant potential for economic development, particularly in Northern Norway.

The project builds upon the foundations laid by the previous initiative, Space Education 2.0, where the concept of the Norwegian Space Academy first emerged as a dedicated work package. Recognizing its strategic importance, it was elevated to a main project with broader objectives and a three-year implementation period (2023–2025). The overarching goal has been to consolidate a formal collaboration between universities and establish a resource center that serves as an attractive and complementary offering for higher education institutions in Norway and Europe. This center aims to strengthen national space expertise, encourage cooperation among universities, and facilitate knowledge transfer between academia, industry, and other stakeholders.

The Norwegian Space Academy has focused on creating practical learning opportunities by utilizing the unique infrastructure and expertise available at Andøya Space. Students have been offered access to specialized facilities, as well as hands-on courses and training modules developed in collaboration with industry

partners. These activities are designed to prepare the next generation of professionals for the evolving needs of the space sector, while promoting innovation and entrepreneurship. NSA also serves as a coordinating link between universities, industry, and research environments, ensuring alignment with the requirements of a rapidly developing space ecosystem.

Government authorities have emphasized the importance of educating future professionals for space-related activities and highlighted the role of Andøya Space in enabling advanced educational programs. This political support, combined with regional strategies such as Nordland County Council's prioritization of space as a key pillar for innovation and business development, has provided a strong foundation for the project. Partnerships with Nord University, UiT/Campus Narvik, and other institutions have been instrumental in developing joint programs, including initiatives related to student satellite projects and entrepreneurship studies.

The ripple effects of this initiative extend beyond education. By contributing to bridge the gap between academic competence and industry needs, the Norwegian Space Academy contributes to workforce development, regional growth, and the establishment of a growing space ecosystem in Northern Norway. In the long term, this may also support increased migration to Andøya and Northern Norway, reinforcing the region's role as a hub for space innovation.

The project has achieved a high degree of success within its planned timeframe, delivering on its objectives through seven defined work packages, which are detailed in Chapter 2. Among these objectives was the development of possible organizational models and securing public basic financing for the Norwegian Space Academy by January 2026, ensuring its continued role as a cornerstone in Norway's space education landscape.

Project goals

The Norwegian Space Academy was designed to meet national expectations for building competence in space activities. This aligns with priorities set by the Norwegian Parliament and Government, which have

emphasized the need for education and recruitment in the space sector. The initiative also supports the mandate given to Andøya Space to use the unique infrastructure and expertise at Andøya as a learning arena.

The project aims to make Andøya an attractive location for universities to conduct teaching activities that complement their own programs. By developing new educational offerings and practical training opportunities, NSA strengthens cooperation between academia and industry and helps prepare students for careers in the growing space sector.

Beyond education, the Norwegian Space Academy creates ripple effects for Andøya and Northern Norway. It contributes to new jobs, increased local activity, and future recruitment to the space industry.

The initiative also supports Nordland County Council's strategy for space and creates synergies with the innovation center NewSpace North and space-related programs at Nord University and UiT/Campus Narvik. Through close collaboration between Andøya Space, universities, and industry, the initiative can become a key hub for space education.

Concrete objectives

To achieve these goals, the project defined the following objectives:

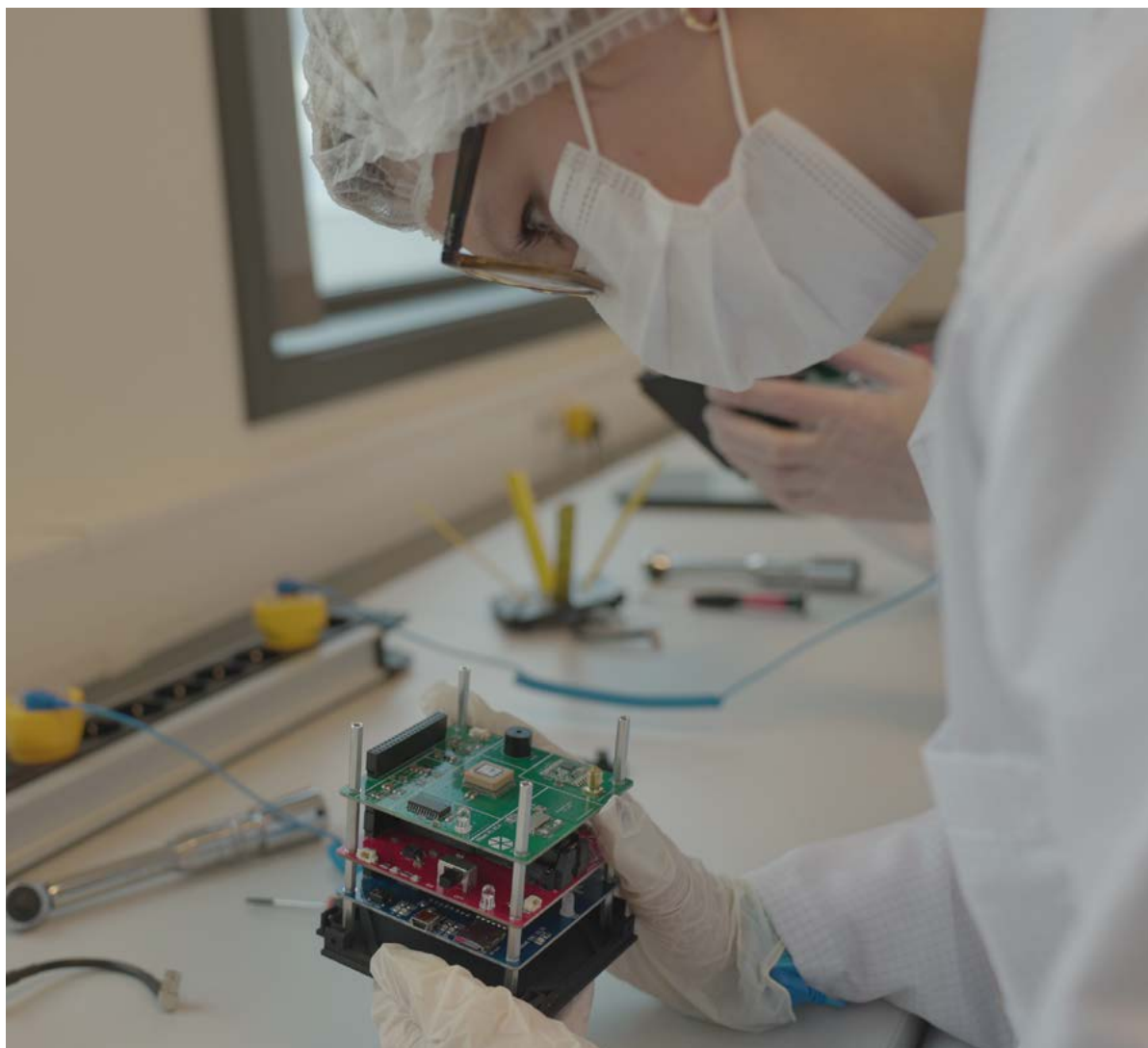
1. Define the future organization of the Norwegian Space Academy by January 2026.

The project aims to establish a clear and sustainable organizational model that will allow the Academy to continue operating beyond the project period.

2. Secure basic public financing by January 2026.

Stable funding is essential to maintain the Academy as a permanent resource for universities and industry, ensuring continuity and growth.

3. Assess potential ripple effects for Andøya Space, Andøy Municipality, and Nordland



- County's space strategy.
- The project will analyze how the Academy contributes to job creation, local economic activity, and regional innovation.
4. Support space-related initiatives at Nord University and UiT/Campus Narvik.

Collaboration with these institutions strengthens study programs in engineering and entrepreneurship, and connects students to real industry projects and innovation.
 5. Develop and deliver at least six courses or activities for national and international students by January 2026.
These courses will use Andøya Space's unique infrastructure and provide hands-on experience, making education practical and attractive, and well adapted to the requirements of the space sector.
 6. Coordinate activities with other departments at Andøya Space.

Integration with the capabilities and expertise of other departments at Andøya Space will broaden opportunities and help promote the growing space sector being developed at Andøya.
 7. Address additional topics identified by the project group.

Flexibility allows the project to respond to new opportunities and challenges as they arise.
- All these objectives were essential to the project and therefore defined as dedicated work packages.

Main activity	Purpose	Expected result
Define the future organization of the Norwegian Space Academy by January 2026	Establish a clear and sustainable organizational model that ensures long-term operation	Organizational structure agreed and Norwegian Space Academy formally established
Secure basic public financing by January 2026	Obtain stable funding through engagement with government, universities, and stakeholders	Basic financing secured for continued operation from 1 January 2026
Assess potential ripple effects for Andøya Space, Andøy Municipality, and Nordland County's space strategy	Identify and demonstrate local and regional benefits such as job creation and economic growth	Report on ripple effects and opportunities for regional development
Support space-related initiatives at Nord University and UiT/Campus Narvik	Strengthen collaboration and contribute to programs in engineering, innovation, and entrepreneurship	Joint activities and programs implemented
Develop and deliver at least six courses or activities for students nationally and internationally by January 2026	Organize and create activities	Deliver at least six courses, positioning Academy as a preferred partner for complementary space-related programs with universities.
Coordinate activities with other departments at Andøya Space	Ensure that planned activities are closely coordinated with other business areas in Andøya Space	Approved annual activity plan and coordinated implementation
Address additional topics identified by the project group	Maintain flexibility to respond to emerging needs and opportunities	Additional relevant studies and actions completed

Table 1: Project goals for Norwegian Space Academy and expected results

Implementation according to project plan

2023- Project initiation and early action

The year 2023 marked the initiation and formal launch of the Norwegian Space Academy (NSA), laying the strategic, organizational, and governance foundations for the implementation period that followed. The project directly built on the earlier initiative Space Education 2.0, where the concept of a national space academy had been developed as a dedicated work package. Recognizing its growing strategic relevance, the concept was elevated to a standalone main project with broader ambitions and a three-year implementation horizon (2023–2025).

Preparatory work focused on establishing the necessary political and institutional framework.

To secure initial financial support, applications were submitted to key stakeholders, including SAMSKAP, Nordland County, and the Ministry of Education and Research. In the final quarter of 2022, Jøran Grande, then Project Manager of Space Education 2.0, was appointed to lead the preparation of funding applications. This

work was carried out in close collaboration with the Space Education 2.0 steering group, ensuring continuity and knowledge transfer, as most members were expected to continue in the steering committee of the new project.

Work began in early 2023 on defining the main project. This included the development of a comprehensive project plan and the establishment of a formal mandate for the steering group. The first steering group meeting of the Norwegian Space Academy was held on 26 June 2023.

During this meeting, the project was formally presented, and both the project plan and the steering group mandate were approved. The meeting also served as an important arena for gathering strategic input from committee members, particularly regarding the long-term importance of securing stable basic funding to support cross-institutional collaboration in higher education.

Project activities officially commenced on 1 August 2023. During the initial implementation phase, efforts were primarily concentrated on Work Package 1 (WP1): Defining the future



organization of the Norwegian Space Academy by January 2026. A key early action was the establishment of a dedicated department within Andøya Space, tasked with managing activities targeting higher education and the VG3 space technology program. In parallel, work began on outlining potential organizational models for the Academy, based on input from the steering group and relevant stakeholders. These preliminary models were further discussed during the steering committee meeting held in November 2023. In addition, an initial dialogue was initiated with the Ministry of Education and Research concerning the mandate and long-term role of Andøya Space's educational services.

Progress was also made under Work Package 4 (WP4): Supporting space-related initiatives at Nord University and UiT/Campus Narvik. An agreement with Nord University was formalized in 2023, providing a framework for collaboration on education, innovation, and entrepreneurship. At the same time, exploratory discussions were initiated with UiT/Campus Narvik to identify potential areas for cooperation in education and research, laying the groundwork for subsequent joint activities in later years.

Under Work Package 6 (WP6): Coordinating activities with other departments at Andøya Space, initial efforts focused on aligning student rocket activities planned for 2024 with the broader operational and educational

framework at Andøya Space. This coordination ensured that future student campaigns could be integrated effectively with operational activities and safety requirements.

In line with the approved project plan, no activities were implemented under Work Package 5 (WP5) in 2023. However, preparatory work was undertaken, including the development of an initial draft activity plan for 2024. This preparatory phase ensured that NSA would be well positioned to scale educational offerings swiftly once the organizational and governance structures were in place.

In summary, 2023 was a foundational year for the Norwegian Space Academy. The project was formally established, governance structures were put in place, and initial political, academic, and institutional networking were developed. These early actions provided the necessary platform for the consolidation and expansion achieved in 2024 and the delivery of strategic objectives in 2025.

2024- Consolidation and structured expansion

The year 2024 represented a phase of consolidation and structured expansion for

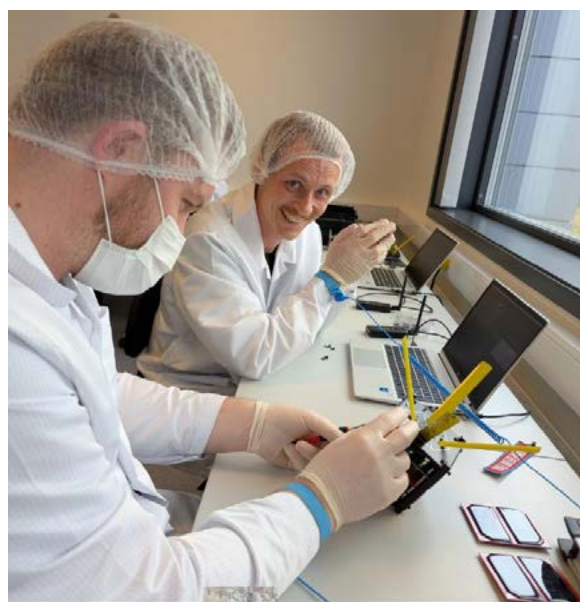


the Norwegian Space Academy, during which the foundations laid in earlier phases were strengthened, and its role within the national space education landscape became more clearly defined. The focus throughout the year was on organizational development, political anchoring, and the gradual scaling of educational and collaborative activities.

A key organizational milestone was reached on 1 April 2024, when Jøran Grande assumed responsibility as project owner and Jose Miguel González Pérez was appointed project manager. This transition ensured leadership continuity while strengthening strategic oversight and operational coordination in the

future collaboration models, and maintaining close interaction with universities to secure stable, long-term partnerships. These efforts formed the analytical and strategic basis for the organizational decisions taken in 2025.

Political engagement and dialogue with key stakeholders were intensified. Meetings with decision-makers at both regional and national levels were prioritized in order to communicate Norwegian Space Academy strategic ambitions and long-term objectives. High-level discussions with university leadership focused on how NSA could be integrated into the higher education landscape as a complementary national arena for space education. Although no formal



implementation of the project plan. Under this renewed leadership structure, work on organizational development (WP1) progressed.

Throughout the year, the consolidation of a dedicated department within Andøya Space continued, with the goal to manage and develop activities aimed at higher education. Several organizational models were explored with a particular focus on identifying a financially sustainable and long-term structure. This process included assessing different options for integrating higher education more formally into ASE, conducting dialogue meetings with NewSpace North to explore

decisions were taken in 2024, these dialogues established important relationships and prepared the ground for further progress in 2025.

International visibility was also strengthened in 2024. NSA participated in the International Astronautical Congress (IAC 2024), delivering two presentations in collaboration with NTNU and the University of Oslo, thereby positioning Andøya as a relevant arena for higher education and research within the international space community. In addition, a delegation visited Grand Forks to explore potential future cooperation with the University of North Dakota (UND) and other partners in the field

of unmanned aviation, opening new avenues for educational and research collaboration.

Progress on securing basic financing (WP2) was closely linked to the organizational work under WP1. Internal preparations began early in the year, supported by active dialogue with Nordland County Council, the Ministry of Education and Research, and the Parliamentary Standing Committee on Education and Research. These engagements aimed to ensure alignment between Norwegian Space Academy objectives and national education and innovation priorities. While funding was not secured in 2024, a shared understanding of the NSA's role and value proposition was established, preparing the way for the successful budget outcome achieved in 2025.

Efforts to strengthen regional impact and visibility (WP3) were also prioritized. In collaboration with Andøya Space, NSA contributed to adapting the corporate website to better highlight opportunities for students and professionals in Andøy Municipality, Nordland County, and Norway's space sector more broadly. This is achieved by using some dedicated web areas like the News and Articles section of the main Andøya Space website, and the Space education in Norway section of the NSA website. A structured communication strategy was implemented through social media channels to share success stories from the region and increase awareness of emerging career pathways. Initiatives were undertaken to further develop the internship and training program, with the goal of attracting highly qualified students to Andøya and positioning them as ambassadors for the region and future contributors to the Norwegian space sector. NSA also actively promoted Andøy as an attractive place to live and work, in cooperation with local initiatives such as Levi Andøy, <https://leviandoy.no>.

Collaboration with NewSpace North played an important role in reinforcing NSA's relevance within Andøy Municipality's development strategy. Engagement with industry partners, including EIDEL and Andøya Space, supported the further development of educational initiatives closely linked to real industrial needs. NSA also represented Norway and the region at several major events, including the 6th Winter Satellite Workshop in Finland, IAC 2024, Spaceport Norway, and regional innovation workshops. These activities contributed to positioning Andøya as a key node in Norway's space ecosystem.

Under WP4, the Academy continued to support and coordinate space-related initiatives at Nord University and UiT/Campus Narvik. The cooperation agreement with Nord University on innovation and entrepreneurship was extended, and a major gathering was organized at

Andøya in autumn 2024, bringing together ESA BIC, NewSpace North, and other industry stakeholders. Strategic dialogue with UiT/Campus Narvik continued regarding future collaboration in education and research, while practical joint activities were implemented through WP5. Collaboration with both Nord University and UiT expanded, including training activities, participation in ongoing projects such as GHOST, and engagement with master's and PhD students.

The year also marked significant progress in course development and delivery (WP5). An ambitious activity plan was implemented, offering seminars, training sessions, and practical courses in collaboration with leading national and international institutions. Key highlights included the UiT Narvik seminar in January, ESA's Fly a Rocket! webinar series and launch campaign, NTNU's space technology courses, and innovation programs developed with Nord University. Additional contributions included guest lectures for students at the University of South-Eastern Norway (USN) and participation in TEKNA events. Collectively, these efforts positioned the Norwegian Space Academy as a preferred partner for complementary education within the space sector (see Table 2).

Coordination with Andøya Space operational units (WP6) remained a priority throughout 2024.

The Norwegian Space Academy secured support from the Andøya Space Group for the implementation of educational activities, coordinated all student rocket campaigns planned for 2025, and aligned internship and thesis opportunities with other departments across the organization. Joint participation in the Norwegian pavilion at IAC 2024 further strengthened cross departmental collaboration and enhanced the visibility of Andøya Space and NSA on the international stage.

In summary, 2024 was a year of consolidation, strategic alignment, and preparation. The Norwegian Space Academy strengthened its organizational foundations, expanded its national and international visibility, and intensified political and academic engagement. These efforts laid the necessary groundwork for

the organizational consolidation and funding success achieved in 2025, positioning NSA as a

credible and strategically relevant instrument for advancing Norway's space education ambitions.

Date	Activity	Institutions / In collaboration with
17-19 Jan	Presentation at Winter Satellite Workshop, Helsinki	UiO, NTNU, UiT
25-26 Jan	Introduction to the space sector to first-year students, Andøya	UiT Narvik
14 Feb, 3 Mar, 17 Mar, 24 Apr	Fly a Rocket! – 4 webinars	ESA
Apr	Participation at MAE – Moving Towards Aerospace	NFK
17-21 Jun	Space Technology II – Andøya	NTNU
4 Jul	CONRIS – Andøya	UiT & Nord Univ
19-23 Aug	Fly a Rocket! Cycle 4 – Andøya	ESA
10 Sep	Space opportunities for “produktutvikling” students – webinar	USN
14-20 Sep	AGF223 Space Systems – Online Module	UNIS
27 Sep	“Scientific Balloons” pres. for student organization ORBIT – Online	NTNU
14-18 Oct	AGF-223 – Fieldwork – Svalbard	UNIS
14-16 Oct	AIT Training Course – Andøya	UiT Narvik
14-18 Oct	Participation at IAC 2024, Milano	NTNU, UiO
28 Oct – 1 Nov	Innovation & Entrepreneurship – Andøya	Nord University
1 Nov	Space Technology I – Trondheim	NTNU
6-8 Nov	AIT Training Course FYS3000 – Andøya	UiT
12-13 Nov	Participation at Spaceport Norway, Oslo	National
Nov	Guest lectures: Space Mission Design – Online	USN
Nov	Guest lecture – TEKNA	TEKNA

Table 2: Activities carried out in 2024

2025- Delivery of strategic objectives

The year 2025 marked the decisive stage of the Norwegian Space Academy, where plans transitioned into tangible results and NSA firmly established its role as a national hub for space education. Building on the foundation laid in 2024, the focus shifted toward organizational consolidation, securing funding, and delivering impactful activities that strengthened Norway's position in the global space sector.

A major achievement was the consolidation of a dedicated higher-education section within Andøya Space. Throughout the year, NSA operated as a dedicated department with a clear mandate and defined objectives led by the project manager. The structure, based on ASE's matrix model, allowed efficient resource sharing while ensuring the delivery of higher education initiatives. After evaluating several organizational models, this approach was confirmed as the most sustainable and forms the basis of the application submitted to the Ministry for long-term integration beyond 2026. This decision is strategically significant: it ensures that NSA remains embedded in Norway's leading space infrastructure, creating a permanent platform for advanced education and innovation.

Equally important was the success in securing governmental funding. On 21 February 2025, NSA submitted its application to the Ministry of Education and Research for inclusion in the state budget. Following intensive political engagement and dialogue with key stakeholders, including Nordland County Council and parliamentary committees, this initiative was included in the revised state budget for 2026 with an allocation of 3 MNOK. While this amount is lower than the original proposal of 7.7 MNOK, it guarantees continuity and demonstrates governmental recognition of NSA as a national priority. However, the reduction will inevitably limit the scope of activities originally planned, requiring prioritization of core objectives and postponement of certain initiatives. This outcome underscores the importance of continued political support to fully realize NSA's potential as a driver of innovation and talent development.

Beyond organizational and financial consolidation, 2025 was a year of expansion and impact. NSA strengthened its role as a catalyst for regional development and

innovation, creating ripple effects that extend far beyond Andøya. Collaboration with NewSpace North reinforced the Academy's position in Andøy Municipality's development strategy, while targeted communication campaigns showcased success stories from Nordland's growing space sector.

Additional collaboration with NewSpace North focused on bringing in their expertise to enhance and deliver AIT training activities.

NSA actively represented Norway at major events including Spaceport Norway, the Andøya Satellite Summit, and the yearly space industry conference organized by NIFRO, Space Dinner, where NSA co-led the prestigious NIFRO Prize for the best master's thesis in space technology.

Networking with industry and academia was also important as part of the NSA's strategy in 2025. The Academy participated in the Winter Satellite Workshop in Helsinki and the Microsatellite Seminar in Oslo, presenting the AIT concept developed at Andøya Space as a unique arena for training engineering students in satellite integration. NSA contributed to the Hackathon on Space Debris in Bodø and hosted the Hackathon on Arctic Challenges at Andøya, organized by the Norwegian Space Cluster, and in collaboration with Nord University, and UiT/ Campus Narvik. NSA also engaged in the Workshop on Recruitment to Space Disciplines organized by the University of Oslo, gathering representatives from Norwegian universities to discuss strategies for attracting talent, and presenting the important role of Andøya for this objective. Additional highlights included participation in Andøya Space Day, presenting NSA's relevance to local development alongside key actors such as the Norwegian Space Cluster, Isar Aerospace and NewSpace North.

Norwegian Space Cluster assessment

NSA worked closely with the Norwegian Space Cluster (NSC) to develop effective strategies for strengthening the link between academia and the space industry, and to gain a deeper understanding of the sector's needs, gaps, and future requirements. To support this work, NSC prepared a detailed report as an external consultant, offering an independent perspective from a key industry network and providing recommendations for how NSA can better contribute to the development of this important national sector. The report is attached as ANNEX I.



The assessment shows that Norway's space sector is growing quickly but faces significant gaps in education and access to specialized competence. Recruitment today relies heavily on a small number of strong academic environments, international networks, and targeted hiring.

Companies increasingly need a broad range of skills: from advanced aerospace engineering and data processing to economics, innovation, safety, and pedagogy. They emphasize that future growth requires closer connections between universities and industry, more flexible training opportunities, and a stronger national understanding of the opportunities linked to space technology and satellite data. Continuous competence development, including courses, workshops, and participation in professional networks, is considered essential for keeping pace with rapid technological development.

The companies provide clear recommendations for how Andøya Space can strengthen its national role in line with NSA goals and results. They encourage Andøya Space to further expand partnerships with universities, industry clusters, and international institutions, and to create more distributed meeting arenas beyond Andøya. Stakeholders highlight the need for a broader course portfolio, as well as to continue increasing visibility of the space sector towards industry, educational institutions, and policy environments. They also point to the importance of improved funding frameworks and stronger political anchoring to ensure stable long-term competence development.

Overall, Andøya Space is seen as a key national actor capable of linking education, industry needs, and regional development, and of supporting Norway's ambitions for a competitive and sustainable space sector.

The initiatives launched in 2025 generated ripple effects for the space industry in Northern Norway. The hackathon hosted at Andøya produced several innovative solutions for polar

regions based on space data, some of which have potential to evolve into new companies.

NSA's collaboration with a UiT master's student on space and indigenous communities provided valuable insights into the use of satellite data for addressing challenges faced by indigenous groups in Canada and Lapland, offering lessons that can inform future projects for the Sámi population in Norway. Entrepreneurial engagement with Nord University students opened pathways for 3 spinoffs, reinforcing NSA's role as a driver of innovation and job creation in the region.

Coordination with other departments of Andøya Space remained a continuous priority. NSA continued working closely to align and further develop educational activities with other business areas. This includes the organization of student rocket campaigns and the enhancement, in close collaboration with suborbital, of AIT training strategies based on lessons learned from previous courses. A particularly significant milestone was the workshop held with NORSTEC, the national network of student space organizations. This workshop brought together representatives from different Andøya Space departments and student associations to explore the creation of a national student rocket launch initiative at Andøya.

The discussions concluded with a shared commitment to establish Andøya as a hub for student rocket testing and launch campaigns in Norway.

Internships and thesis projects were also coordinated with suborbital and spaceport departments, preparing for a comprehensive and structured offer in 2026 that will integrate opportunities across different business areas. NSA contributed to the GHOST campaign led by the suborbital team and collaborated on a pre-study about space sustainability, focusing on the environmental impact of rocket exhaust gases and space debris. This study

opened new synergies between education and operational teams and will inform future sustainability initiatives at Andøya Space.

In conclusion, 2025 was a year of delivery and strategic impact. The Norwegian Space Academy secured its organizational foundation, obtained governmental funding, and implemented a wide range of educational

and innovation activities. These achievements not only strengthen Norway's space education ecosystem but also create lasting opportunities for regional development, entrepreneurship, and international collaboration. NSA is now firmly established as a key instrument for advancing Norway's space ambitions and driving growth in Northern Norway.

Date	Activity	Institutions / In collaboration with
14 Jan	About Scientific balloons - webinar	UiO
15 Jan	Ekspert i Team - webinar	NTNU
21-24 Jan	Presentation at Winter Satellite Workshop, Helsinki	UiO, NTNU, UiT
10 Feb	Presentation at Space Dinner, Oslo	National
10 Feb	Presentation at Microsatellites Forum, Oslo	UiO, NTNU, UiT
11 Feb	Space Systems: about Arduino - webinar	UiO
11 Feb	TEKdagen, Tromsø – onsite presentation	UiT
17-19 Feb	Hackathon Space, Bodø	NSC, UiT Narvik, Nord University
3-7 Mar	CaNoRock XXIV, Andøya	UiO, Canadian uni
11 Mar	Space Systems CDR evaluation	UiO
19-23 May	AIT Training course, Andøya	UiO
25-27 Aug	Participation at Andøya Satellite Summit	National
28 Aug	Organization of NOROC Workshop	NORSTEC, Andøya Space
4 Sep	Scientific Balloons design - webinar	UiT
15-19 Sep	AGF-223 Space Systems - online module	UNIS
29 Sep - 1 Oct	Introduction to the Space Sector, IFT and IMS students, Andøya	UiT
30 Sep	TEK4700: The Launch Segment, Oslo – onsite seminar	UiO
14-16 Oct	Hackathon Space, Andøya	KPB, UiT Narvik, Nord University
20-24 Oct	Innovation & Entrepreneurship, Andøya	Nord University
28 Oct	Romteknologi, Trondheim – onsite presentation	NTNU
29 Oct	Presentation at Næringslivsdagene, Narvik	UiT Narvik
29 Oct	Framsatt-1 Seminar, Trondheim	NTNU
17 – 21 Nov	AIT Training course, Andøya	NTNU
17 – 18 Nov	AIT Training course, Andøya	UiT Narvik

Table 3: Activities carried out in 2025

Goal achievement by work package

Organizational Development

Objective: Define and confirm the future organization of the Norwegian Space Academy by January 2026.

Key achievements:

- Formal initiation and governance approved (2023): Project plan and steering group mandate approved (26 June 2023), enabling a structured start and clear decisionmaking processes.
- Dedicated unit established within Andøya Space (2023–2024): A higher education section within Andøya Space consolidated to manage NSA activities.
- Sustainable model confirmed (2025): After assessing different organizational options, NSA adopted Andøya Space's matrix structure, operated as a dedicated section with a designed main responsible and own mandate, and used this model in the application to the Ministry for long-term integration beyond 2026. The funding allocated each year determines both the scope of activities that can be planned and the limitations on how many can be carried out.

WP outcome: NSA is now institutionally embedded in Norway's leading space infrastructure at Andøya, providing a sustainable platform for advanced education and innovation.

Basic financing and political anchoring

Objective: Secure stable, long-term basic funding aligned with national education and innovation priorities.

Key achievements:

- Stakeholder engagement initiated (2023): Funding applications submitted to SAMSKAP, Nordland County, and the

Ministry of Education and Research, creating early political awareness.

- Political groundwork strengthened (2024): Active dialogue with Nordland County Council, the Ministry, and the Parliamentary Standing Committee on Education and Research, aligning NSA's mission with national priorities.
- State budget inclusion (2025): Formal application submitted 21 February 2025; NSA was included in the revised state budget for 2026 with 3 MNOK. Although below the original 7,7 MNOK proposal, it guarantees continuity and signals national recognition.

WP outcome: NSA now has baseline public funding and political legitimacy, enabling targeted delivery while providing a credible pathway to full-scale implementation. However, the approved 2026 budget of 3 MNOK limits the program's capacity for further expansion and will result in a reduced level of activity compared to 2024 and 2025.

Regional Impact, visibility, and talent attraction

Objective: Make Norway's space opportunities visible; attract talent to Northern Norway and strengthen regional development.

Key achievements:

- Visibility infrastructure (2024): Corporate website updated with Andøya Space to showcase opportunities in Andøy, Nordland, and nationally; social media strategy implemented to share regional success stories.
- Place-based promotion (2024–2025): Active cooperation with Levi Andøy to promote Andøy as a place to live and work; internship and training programs attracted highquality students who act as regional ambassadors.
- National and international representation (2024–2025): NSA represented Norway at

IAC 2024, Spaceport Norway, Winter Satellite Workshop, Microsatellite Seminar, Andøya Satellite Summit, and NIFRO's Space Dinner (led the NIFRO Prize for best master's thesis).

- Ripple effects (2025): Hackathons at Andøya generated innovative solutions for Arctic regions using space data, some with commercialization potential; entrepreneurial engagement with Nord University led to spinoff pathways in space industry.

WP outcome: NSA amplifies regional development, strengthens the space talent pipeline, and translates visibility into innovation and job creation in Northern Norway.

University collaboration (Nord University and UiT/Campus Narvik)

Objective: Support space-related initiatives and consolidate academic partnerships for longterm delivery in the county.

Key achievements:

- Framework agreements and expansion (2023–2024): Agreement with Nord University formalized and extended; strategic dialogue with UiT Narvik initiated and deepened for joint education and research initiatives.
- Joint activities (2024–2025): Major gatherings at Andøya for Nord University entrepreneurs students with ESA BIC, NewSpace North, and industry; practical collaboration through training, hackathons, and student engagement.
- Project participation (2025): NSA contributed to support UiT Narvik for the GHOST campaign and advanced the AIT training concept as a unique arena for hands-on satellite integration training.

WP outcome: NSA connects these universities to national space infrastructure, accelerates competence development, and builds durable academic-industry bridges.

Courses' development and delivery

Objective: Develop and deliver at least six

courses or activities for students nationally and internationally by January 2026.

Key achievements:

- Preparatory phase (2023): Activity plan for 2024 drafted
- Pilot and scaling (2024): Ambitious activity plan implemented (see Table 2)
- Consolidation and impact (2025): Portfolio expanded and consolidated (see Table 3), positioning NSA as a preferred national partner for complementary space-sector education.

WP outcome: NSA has largely succeeded in organizing and delivering courses, with significant national reach, industry relevance, and practical training as differentiators.

The following table presents the number of courses/activities delivered and participants reached over the past five years. The Space Education 2.0 project (S.E. 2.0) began in the final quarter of 2021 and concluded in 2024, with the Norwegian Space Academy operating as one of its work packages until August 2023. At that point, NSA transitioned into an independent project. The year 2024 shows a marked peak in student participation, as activities from both S.E. 2.0 and NSA were carried out in parallel during this period. 2025 includes students attending workshops where NSA objectives and activities were presented.

Year	Activities	Participants
2021	10	328
2022	22	770
2023	26	1049
2024	37	1357
2025	24	1186

Table 4: Number of courses and number of students reached per year from 2021 to 2025

Coordination with other departments at Andøya Space

Objective: Align education with other business areas to ensure relevance, efficiency, and longterm integration.

Key achievements:

- Operational alignment initiated (2023): Coordination of student rocket activities for 2024 started early, integrating education with operational requirements.
- Group-level support and planning (2024): Andøya Space support secured for educational activities; strategy for internships and thesis projects aligned with suborbital and spaceport departments; joint participation in the Norwegian pavilion at IAC 2024.
- Integrated delivery (2025): NSA worked closely across business areas including suborbital and spaceport, and collaborate on enhancing AIT strategies based on lessons learned. NORSTEC workshop catalyzed a national initiative to make Andøya a hub for student rocket testing and launches.

WP outcome: NSA ensures Andøya Space's educational services is making use of the of the other service areas facilities and expertise, delivering workforce-ready competence, and turning national infrastructure into a training advantage.



Overall conclusion across WPs (2023–2025)

- The Norwegian Space Academy met its objectives across all WPs: WP1 (organization confirmed), WP2 (state budget allocation secured), WP3 (regional impact and visibility realized), WP4 (university partnerships solidified), WP5 (courses and hands-on training delivered and scaled), WP6 (NSA activities embedded in Andøya Space).
- The program demonstrates progression from initiation (2023) → consolidation (2024) → delivery and national impact (2025). It has provided public value, skills development, and the first steps into regional growth grounded in Norway's space infrastructure at Andøya.

Project organisation and resource allocation

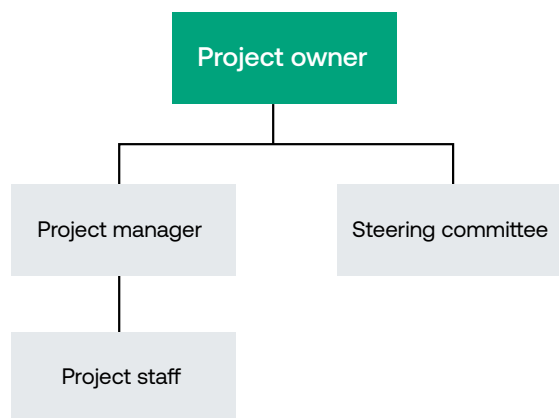
The project was organized with a two-level structure consisting of a Steering Committee and a Project Group. The members of the Steering Committee, listed in Table 5, represent a strategic mix of actors from both academia and the space industry.

This composition ensured broad sectoral insight, balanced decision-making, and effective alignment between educational ambitions and industrial needs.

Name/Role	Department/Organisation	Time period
Thomas Tybell	Head of Department, IES, NTNU	1 Aug 2023 – 4 Nov 2024
Jan-Eirik Nordal	EIDEL	1 Aug 2023 – 31 Dec 2025
Marianne Moen	Director of Communications, Norwegian Space Agency	1 Aug 2023 – 31 Dec 2025
Ingun Berget	President, Andøya Spaceport	1 Aug 2023 – 15 Nov 2023
Jon Harr	Andøya Spaceport	5 Jun 2024 – 31 Dec 2025
Raymond Kristiansen	University of Tromsø	1 Aug 2023 – 31 Dec 2025
Cecilie Rolstad Denby	Head of Department, ITS, University of Oslo	1 Aug 2023 – 31 Dec 2025
Iselin Kristine Mauseth Steira	Nord University	1 Aug 2023 – 31 Dec 2025

Table 5: Overview of the Steering Committee in Norwegian Space Academy

The members of the project group were internal staff from Andøya Space's educational division. As of 31 December 2025, the group was organised as follows:



Project Owners: Anne-Margrethe Horsrud¹, Jøran Grande²

Project Managers: Jøran Grande³, José Miguel González Pérez⁴

Project Staff: José Miguel González

Pérez⁵, Kristian Enoksen⁶

In addition to the core project team, supplementary internal resources from the education division were engaged when needed. The project also engaged external experts from both academia and industry to ensure high-quality execution.

Cost and financing

From a financial perspective, three main funding packages were defined to cover the costs associated with achieving the project's objectives (see table 6).

The total costs for the project are 6,172,971 NOK and are within the approved project period from 01.08.2023 to 31.12.2025. Ernst & Young conducted an audit of the project period, and there are no costs exceeding the budget

The project is financed by SAMSKAP/ Andøy Municipality, Nordland County Municipality and Ministry of Education. The tables are presented in Norwegian.

Aktivitet	Regnskap	Budsjett
8801 Eksterne konsulenter	1 117 743	1 185 000
8802 Kurs og aktiviteter og egne prosjekttimer	2 206 899	2 060 000
8803 Prosjektledelse og egne prosjekttimer	2 848 329	2 995 000
Sum	6 172 971	6 240 000

Table 6: Kostnad fordelt på de ulike arbeidspakkene.

Finansiering	Beløp
SAMSKAP/Andøy kommune	2 866 486
Nordland fylkeskommune	2 060 000
Kunnskapsdepartementet	440 000
Sum finansiering	6 172 971

Table 7: Oversikt over prosjektets finansiering, fordelt på de involverte partene.

- 1 Project owner for the period 01 August 2023 – 31 March 2024
- 2 Project owner for the period 01 April 2024 –
- 3 Project manager for the period 01 August 2023 – 31 March 2024
- 4 Project manager for the period 01 April 2024 –
- 5 Project staff for the period 01 August 2023 – 31 March 2024
- 6 Project staff for the period 01 August 2023 –

Summary and the way forward

The Norwegian Space Academy project has demonstrated the significant national value of a coordinated effort to strengthen space-related education, competence development, and collaboration across the academic sector, industry, and public institutions. The project has contributed to broader participation in space-oriented learning, strengthened national expertise, and supported Norway's ambitions within innovation, technological development, and long-term value creation. By engaging universities, students, and space industrial actors, the initiative has played an important role in building the talent pipeline required for Norway to remain competitive in an increasingly strategic global sector.

A major achievement has been NSA ability to serve as a national bridge between academia and the space industry, connecting educational institutions directly with operational environments and emerging opportunities. This connection is vital for ensuring that Norway's investments in national space infrastructure translate into long-term societal benefits, economic growth, and strengthened national resilience. Through practical learning arenas, hands-on activities, and close interaction with industry, the Norwegian Space Academy has helped develop competence in areas essential for national preparedness and technological sovereignty.

The project also highlights the importance of stable, predictable national frameworks for space-related education. Coordinated initiatives at this level reduce fragmentation, align educational outcomes with national industrial strategy, and ensure efficient use of public resources. The Norwegian Space Academy has shown that a national platform is necessary to meet future competence needs in space technology, digital infrastructure, and security-related capabilities.

However, the funding allocated for 2026 is not sufficient to maintain the momentum and scope NSA has built. While it enables the basic continuation of the concept, it forces significant limitations, reducing activities compared with 2025 and preventing the expansion capacity that has already proven necessary. Without adequate resources, the initiative will be unable to fully develop planned educational modules, scale national engagement, or

secure the robust long-term cooperation between academia, industry, and public institutions that the sector urgently requires.

To ensure that Norway remains competitive in a rapidly evolving international space landscape, increased funding in 2027 is essential. Strengthening the Norwegian Space Academy will reinforce national technological expertise, support future-oriented value creation, and secure the competence base required for national preparedness, innovation capacity, and sustainable industrial growth. A more ambitious and adequately funded program will allow Norway to fully leverage its investments in space infrastructure and to cultivate the highly

skilled workforce that both society and the business sector depend on. In short, sustained and expanded support for the Norwegian Space Academy is a strategic investment in Norway's long-term resilience, competitiveness, and ability to shape its role in the global space economy.

External assessment

The independent report prepared by the Norwegian Space Cluster and included as ANNEX highlights the unique national role of Andøya Space Education as a link between operational space activities, education, and industry. It confirms ASE's importance for developing the future workforce in a rapidly growing sector that is crucial for national preparedness, technological innovation, and value creation. The report also reinforces the need to continue developing the Norwegian Space Academy as a structured national initiative for competence building across academia and industry.

At the same time, the assessment points to significant financial and logistical barriers for educational institutions wishing to use Andøya, particularly affecting Northern Norway, an area already facing challenges in recruitment and access to specialized expertise. Strengthening Andøya Space as a national center for space-related training would help address these gaps by improving recruitment, increasing competence, and enhancing coordination in a fragmented sector. It would also improve Norway's ability to apply space technology in critical areas such as energy, maritime operations, emergency

preparedness, and climate services.

In conclusion, the external analysis positions Andøya Space as a strategic national asset and underscores the importance of advancing the Norwegian Space Academy under stable, longterm framework conditions.

Andøya Space

Andøya Space stands as a uniquely important national institution for strengthening recruitment to the Norwegian space sector. Unlike any other actor, it delivers a coherent continuum of educational activities spanning primary, secondary, and higher education, covering the entire learning pathway from early inspiration to advanced competence development. Through this integrated approach, Andøya Space plays a decisive role in increasing interest in STEM subjects, supporting more pupils in choosing science and technology-oriented studies, and guiding students toward careers in the space industry. Its programs are grounded in practical, inquiry-based learning and make extensive use of Andøya's unique facilities, giving young people hands-on experience rarely available elsewhere. This full educational pipeline has proven highly effective in making STEM subjects engaging and relevant, and ultimately through NSA actions in strengthening national recruitment to a sector that is strategically important for Norway's future.

Looking ahead

As the initiative enters its next phase, long-term national support will be essential to safeguard the progress achieved. Strengthening the Norwegian Space Academy will enable Norway to:

- Maintain and expand a robust national competence base for a strategically important industry
- Maximize the return on national investments in space infrastructure and innovation
- Strengthen Norway's international competitiveness in the rapidly expanding global space economy
- Contribute to national resilience, preparedness, and technological independence
- Ensure sustained recruitment to the space sector, supporting long-term national workforce needs

With continued commitment from national authorities, the Norwegian Space Academy can evolve into a permanent national mechanism for competence development and innovation, empowering the next generation of researchers, engineers, educators, and professionals, and ensuring that Norway remains well positioned to seize the economic and strategic opportunities of the space sector.





Andøya Space
Bleiksveien 46
8480 Andenes

Telefon: +47 76 14 44 00
info@andoyaspace.no