

**Mission Assurance Handbook  
for the University-built Lean Satellite  
(Draft)**

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# Mission Assurance Handbook for the University-built Lean Satellite

## Contents

1. Introduction
2. Project Management
  - 2.1 Schedule Management
  - 2.2 Project Team Organization
  - 2.3 Improving Project Efficiency
  - 2.4 Frequency Coordination and RF License
  - 2.5 Compliance with Safety Requirements
  - 2.6 Documentation Control
  - 2.7 Control of Defects
3. Defining the Mission
  - 3.1 Feasibility
  - 3.2 Success Criteria
  - 3.3 Mission Scenario
  - 3.4 Risk Management
4. Conceptual Design
  - 4.1 Requirements Management (Consistency between Mission Requirements, Design Requirements, and Verification Requirements)
  - 4.2 Incorporation of the Lessons Learned from Past Projects
  - 4.3 Safety Requirements Compliance Check
  - 4.4 Verification Plan
5. Detail Design
  - 5.1 Selection of Parts and Components
  - 5.2 Risk Management, FTA and FMEA
  - 5.3 Aiming for a Satellite that can Survive
  - 5.4 Avoid Excessive Protective Functions
  - 5.5 Points to Note in Design Changes
  - 5.6 Satellite Design allowing Easy Operation
  - 5.7 Satellite Design that is Easy to Test and Easy to Assemble, Integrate and Test
  - 5.8 Understanding of Design Basis
  - 5.9 Before advancing to FM Phase
  - 5.10 Safety Requirements Compliance Check
6. Satellite Assembly and Integration
  - 6.1 Quality Control
  - 6.2 Contracting the Work or Building Inhouse
  - 6.3 Safety Requirements Compliance Check
7. Testing
  - 7.1 Electromagnetic Compatibility Test
  - 7.2 End-to-End Mission Test
  - 7.3 Electrical Interface (Integration) Test
  - 7.4 System Functional Test
  - 7.5 End-to-End Long Term Operation Test
  - 7.6 Deployment Test
  - 7.7 Fit Check
  - 7.8 Thermal Test
  - 7.9 Vibration Test
  - 7.10 Test Configuration (Test-as-you-Fly)

- 7.11 Use of Outside Testing Organization
- 7.12 Evaluation of Test Results
- 7.13 Storage of Satellite
- 7.14 Confirmation of Compliance with Safety Requirements
- 8. Satellite Operation
  - 8.1 Preparation and Maintenance of Ground Systems
  - 8.2 Satellite Operation Plan
  - 8.3 Handling Anomaly and Failures
- 9. After Satellite Operation
  - 9.1 Lessons Learned
  - 9.2 Recording, Reporting and Publication of Results
  - 9.3 Sharing of Knowhow
- 10. Sustainability of University Built Satellite Program
  - 10.1 Viewpoint as a Program
  - 10.2 Strengthening the Research Base in University
  - 10.3 Funding of Project
  - 10.4 Cooperation with Outside Organizations

## Abbreviation

AIT	Assssembly, Integration and Testing
BBM	Bread Board Model
CDR	Critical Design Review
EM	Engineering Model
FM	Flight Model
FET	Field Effect Transistor
FMEA	Fault Mode Effect Analysis
FTA	Fault Tree Analysis
MA	Mission Assurance
MCU	Micro-Controller Unit
MOSFET	Metal-Oxide-Semiconductor Field Effect Transistor
OBC	Onboard Computer
PDR	Preliminary Design Review
Rx	Receiver
Tx	Transmitter

## 1. Introduction

This document summarizes the matters that all members of the development and operation teams of lean satellites developed by universities and/or technical colleges (collectively referred as the Universities), including professors, staffs and students, must remember in order to improve the mission success rate. The phrase “Mission Assurance” means a series of activities to identify the factors in design, construction, operation of the satellite, etc. that will hinder mission success and to eliminate or decrease the effects of such factors.

Lean satellite is a satellite that utilizes non-traditional, risk-taking development and management approaches – with the aim to provide the satellite value to the customer and/or the stakeholder at low-cost and without taking much time to realize the satellite mission[1]. Most of so-called nanosatellites and micro-satellite, including CubeSats, fall into this category, especially the ones built by universities. Throughout the rest of this handbook, the word of “lean satellite” is used to refer to the nano-satellites and micro-satellites.

More than 20 years have passed since the universities started construction of the satellites, and the lean satellite is now not just an educational tool for students but is used for cutting-edge scientific observation and business. Many venture businesses, the so-called “New Space,” have been launched by former students who experienced university-built satellite projects, and have become the driving force behind the growing space industry sector.

In Japan, more than 20 universities have now launched lean satellites into orbit, but the mission success rate remains low. This trend applies worldwide, and according to Reference [2], 25% of satellites launched by the universities were DOA (Dead-on-Arrival; Contact is lost immediately after the satellite reached orbit), and less than 50% of satellites are said to be successful, including those classed as partially successful.

The primary purposes of university-built satellites are education, technology demonstration, and scientific observation. Even when the main purpose is education, the educational effect by operation of the satellite is comparable to the effect obtained in development of the satellite. Accordingly, certain operations of the satellite, such as the acquisition and downlinking of data on the orbit, should be intended even in projects for educational purposes.

Improvement of the mission success rate of the university-built satellite does not only contribute to an educational effect on students who will enter the space business sectors after graduation, but also leads to improved results in challenging technology demonstration and scientific observation using such satellites. Such results will become a pathfinder of the larger scale missions and will contribute to growth of the space business sector overall.

This document is prepared based on the analysis results of both the successful and failed missions presented at the Lessons Learned Sharing Meeting of the University Space Engineering Consortium (UNISEC) in 2020. The summary of the Lessons Learned Sharing Meeting is already published as Reference [3]. In Section 5.2 of Reference [3], the requirements to ensure a lean satellite mission is successful are listed as “Selection of Mission Assurance Requirements of Lean satellites.” This document is intended to allow constant reference by professors and students participating in the satellite projects by revision, correction, and reconstruction of the requirements according to the system life cycle of the satellite based on the further root cause analysis of the failed projects. In particular, the following four

items are considered.

- The appropriate management method in the university according to the project execution form
- The key points to achieve the project efficiently.
- The things to be done to improve the mission success rate at each phase of the project lifecycle from mission definition to post-operation, and
- The key points to make the university satellite program sustainable to improve the mission success rate steadily as a program not as individual projects

Mission success rate of the university-built satellite is extremely low for the first satellite but it significantly improves for the second satellite and subsequent satellites because the lessons learned in the first satellite can be used. However, failure cannot be completely avoided for the second and subsequent satellites. The mission success rate can be further improved by sharing lessons learned in the satellite projects by others. Accordingly, the target readers of this document are not only the professors, staffs and students who are first engaged in the development of the satellite but also include those engaged in the projects of the subsequent satellites.

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## 2. Project Management

### 2.1 Schedule Management

It is quite rare for the university-built satellite to be successful in the mission from the first satellite. In many cases, **a failure occurs due to the lack of time for testing of the entire system caused by mis-scheduling of the project due to lack of experience.** Because the university-built satellite is usually launched by ride share or piggy-back, it is almost impossible for the satellite builder to determine the deadline of satellite delivery to the launch provider. Table 1 shows the milestone chart that should be used for schedule management with the satellite delivery date designated as “D”. It is difficult to reduce the time required for (A) through (E). Time required for ordering and procurement of the material, parts, and components cannot be reduced by student effort alone. To what extent and for how long the entire system can be combined and operation tested to correct the defects and bugs of hardware and software identified in (A) and (B) determines the survival rate in orbit and mission success rate of the satellite. So, **maintaining the schedule by reducing the time required for (A) and (B) should never be considered.**

Table 1 Schedule Management Milestones

Timing	Milestones
D	Delivery of the satellite to the launch vehicle assembly site
(A)	Software debugging (1 month)
MonthD-1	The hardware and software of the FM is completed and testing of the hardware (vibration, thermal, vacuum tests, etc.) is finished. The basic software of the ground station is completed.
(B)	Assembly, integration, and test of the FM (2 months)
MonthD-3	Variety of hardware used for the FM is received and awaiting assembly
(C)	Order placement and procurement for the FM (3 months)
MonthD-6	Testing of the EM is complete and functioning as the satellite system is confirmed
(D)	Assembly, integration, and test of the EM (4 months)
MonthD-10	Variety of hardware used for the EM is received and awaiting assembly
(E)	Order placement and procurement for the EM (3 months)
MonthD-13	Feasibility of the conceived mission is confirmed Design of the EM is complete and order placement starts
(F)	Proof of Concept
Month D-A*	Mission profile of the satellite is decided

\* The timing differs dependent on the satellite project.

During period (A) (1 month), the hardware should not be changed/modified, instead the focus will be on debugging the software by the **end-to-end long-term operation test** (see 7.5). Even if a software bug is found, whether or not to modify the software of the FM is to be carefully decided by comparing the risk of modification (the functioning part before modification may become nonfunctional) with the risk of non-modification (the bug may occur in orbit).

During period (B) (2 months) the FM is assembled, integrated, and environmentally tested (AIT). AIT requires at least 2 months because modification

of the FM will be required when nonconformity is found during the AIT. When the test is conducted by an outside testing organization, close communication should be maintained with the organization as a change of the test schedule will be frequently required.

During period (C) (3 months) order placement and procurement of the FM are performed, but a certain minor modification to the FM is unavoidable according to the test results of the EM. There are cases where an unexpectedly long time is required to revise the designs of the EM. During such time period, the schedule of the FM test should be established and availability of the test facility should be ensured. Considering the possibility that the time required for assembly and integration of the FM will require considerable time, two schedule plans of the FM, Plan A (the processes progress as planned) and Plan B (the processes do not progress as planned) should be prepared.

During period (D) (4 months) the EM is assembled, integrated, and tested. Assembly and integration should be conducted step by step using the material, parts and components received confirming compatibility of the interface, rather than conducting assembly and integration after all the components are received. Incompatibility of the mechanical interface is frequently found during assembly, which will require modification of the structures and/or circuit boards. Incompatibility of the electrical system is frequently found during integration which will require tremendous time for troubleshooting. As the members involved will not be accustomed to environmental tests like the vibration and thermal vacuum tests, allowance in the schedule should be considered. Especially in the case of the first satellite, the vibration test of the EM will not be completed in a single test, accordingly, the necessity of conducting a number of such tests should be taken into consideration. CDR is usually conducted at the end of the period (D).

Period (E) (3 months) is the period waiting for delivery of the EM, but there are many things to be done during this period, such as the structural analysis and vibration test of the STM for the safety review, software development using the BBM, etc. The test schedule of the EM should be prepared and availability of the test facility should be established during this period.

During Period (F) (the duration is different by the project), the feasibility of the mission should be confirmed using hardware like BBM (PoC (Proof of Concept) should be conducted). When multiple missions are planned, a certain mission may need to be abandoned when the result of the PoC is not good. When such decision is postponed, design changes to the EM and/or FM may be required later, which results in an increase in cost and a delay in the schedule. When such a mission is the main mission, the mission requirements should be reviewed according to the results of PoC. MDR needs to be usually conducted at the beginning of Period (F) and PDR at the end of Period (F).

## 2.2 Organization of the Team

When the satellite project team is established in the university, it is impossible that all the necessary talents can be found in the students alone. The talent shortage should be filled by using staff members, expecting the growth of the students' talents, cooperation with outside organizations, and by purchasing items, but the results of such solutions cannot be ensured, and the best solution should be selected considering mission difficulty, project budget, geographical conditions, etc. In any project, identification of the required talents in the team is extremely important in



formulating the satellite missions. Table 2 provides the checklist to be used for identification of the talents for reference.

Once the talents within the team are identified, it is important to establish a system to effectively acquire the expertise and knowhow required for execution of the satellite project that are not available in the team. The important thing to note is **the team members (particularly the project manager and the persons in charge of the subsystems using the components) must fully understand the specifications and manufacturing process of such components** and the specifications must be consistent with the mission requirements and system requirement, even when the development and manufacture of the components are outsourced to an outside organization. Even after the component is delivered to the university, **it is the responsibility of the university team to incorporate such component in the system for verification of the entire satellite**, and all the team members must remember such responsibility.

The university-built satellite project is not possible without devoted efforts by the students even when dedicated staff are hired. Participation in the project by the students is supported by motivation that will be different among individual students. The professors must keep in mind that the **responsibility to maintain and enhance such motivation entirely belongs to the professors**.

When the project is run as the laboratory project, the activities of the project can be linked to the bachelor thesis, master's thesis, or doctoral dissertation, but when this is not the case, it is necessary to make the students find a certain meaning in participating in the project. If the project is run by a small number of people as a time intensive project, there will be intensive mental pressure on the students. It is required to make every student have a clear view of what he/she can get once the project goal is achieved.

When the project is run as a group activity where participation is decided at the discretion of each student, the participants will be relatively young undergraduate students, and the relationship between such student and the professor is not so close compared with a project run by a lab. Such project does not involve a competition with other teams like ordinary group athletic activities and does not have a clear goal several months ahead like a competition. Unless the professors demonstrate an attitude of actively participating in the project and to deal with student concerns early, it will be difficult to maintain student motivation only by the relationship between students.

It is absolutely important that the target launch date is established to keep student motivation high and ensure that a project without a definite satellite launch date will not be run consistently. However, it does not mean that the students can build a reliable satellite once the target launch date is determined, and the professors must always say that the project success is not the moment when the satellite becomes available by the target launch date, but that the real success is achievement of the mission planned after the launch. **The students will not really participate in the project unless professors say the important thing is the mission's success**.

If the development of the satellite takes too long time, a student can experience only a part of the process, which makes maintaining student motivation difficult. The motivation comes when the student can experience the entire process of the satellite development up to operation of the satellite. So, it is desirable to **make the project term from start to operation within 3 years**.

The establishment of the 3-year project lifecycle is very important. If a problem

that is overlooked during development is found in orbit, such problem must be rectified by operation. Although what the team can do is limited, recovery from a hopeless situation may become possible if the members are familiar with the design of the satellite, which makes a wide range of steps available for recovery. The majority of the university-built satellite projects are the so-called **lab-type** run by the professor's labs in the engineering department, where the students can generally participate in the project from the fourth grade (senior) and for 2 years in the master's course. When the project period exceeds 3 years from start to launch, it is possible that a student familiar with the design of the satellite is no longer available at the time of operation of the satellite. In the case of the **research-oriented project** supported by a large amount of funding obtained by outside organizations in which many dedicated staff and graduate school students (master's course and doctoral students) participate, the dedicated staff should be **hired for the duration including operation of the satellite**, without limiting the term to the completion of satellite development. In the case of a **club-type activity** project in which students other than those in the professor's lab participate, a lifecycle exceeding 3 years will be possible. However, when the project period is too long, it is difficult to maintain student motivation. The students will not be able to spend much time on the project after the 4th grade for preparing their final year projects (i.e. bachelor thesis) without the understanding of the professors of the labs they belong to. Accordingly, it is preferable to limit the lifecycle by approximately 3 years.

In the case of university-built satellites, while priority is given to the decisions made by the dedicated professor who is a P/I (Principal Investigator), critical decisions should be made not by this professor alone, but should be made after careful discussion between team members. The professors must be **open-minded and willing to hear opinions from others**.

When the project manager is a student, postdoctoral fellow, or junior professor, the senior professor (usually the P/I) should constantly oversee the status and should ask assistance from outside when required. As a student or postdoctoral fellow will not have appropriate contact with the outside, it will be difficult to obtain assistance. Accordingly, it is **the responsibility of the senior professor to establish the appropriate contact with the outside**. The professor should not pass his/her entire responsibility to the student or postdoctoral fellow.

In the case of project organization where the project manager alone can oversee the entire system, a significant risk is posed as there may be an accident/incident involving such project manager. As such, multiple team members must be familiar with the entire system. Sharing of information between team members should be considered. Project management highly dependent on a single person is too risky and should be avoided. So, the organization of the development should be preferably established where all team members work together in a single room. To the contrary, it is not a lean satellite project where entire the system cannot be overseen by the project manager alone. As the system becomes complicated, the person with experience in lean satellite development (a person who has experienced the entire system lifecycle) should be appointed as the project manager.

Table 2 Checklist for Identification of the Talents in the Satellite Project

Item	Selections of Response							
	100	50-99	20-49	5-19	0-4			
Time available for the project (%) by the responsible professor (P/I) besides time used for lecturing								
Experience of the responsible professor in satellite projects	3 or more	2	1	0				
Faculty members involved in the satellite project (full-time in the department)	3 or more	2	1	0				
Dedicated staffs involved in satellite project	3	2	1	0				
Professors' area of expertise (multiple fields)	Astronautics	Science	Mechanical engineering	Electrical engineering	Communication engineering	Mechatronics	Computer science	Other
Project manager	Responsible professor (P/I)	Full-time professor other than P/I	Dedicated staff	Doctoral student	Master's course student	Undergraduate (in the professor's lab)	Undergraduate (not in the professor's lab)	
Number of satellite projects experienced by project manager	3 or more	2	1	0				
Subjects of study of participating students (multiple subjects allowed)	Astronautics	Science	Mechanical engineering	Electrical engineering	Communication engineering	Mechatronics	Computer science	Other
Grade of students (multiple grades allowed)	1st/2nd year	3rd year	4th year	Master	Doctor			
Participation of students	Recommend	Limited						

other than those in the professor's lab of the responsible professor	ed							
Percentage of students with experience of the satellite project (%)	100	50~99	20~49	0~19	0			
Number of outside organizations independently involved in satellite project	3 or more	2	1	0				

### 2.3 Improving Project Efficiency

Activities in the satellite project are classified into three categories according to Reference [4]. The first category is activities to enhance the value of the satellite. This includes MA. The second category is activities that will not enhance the value but are necessary. The second category includes activities to receive the safety review and activities related with the Space Activity Act, RF license, etc. The third category is activities that will create no value (useless activities, “Muda”). In a lean satellite project, the development and operation of the satellite becomes possible by a restricted workforce and budget, reducing such useless activities to the minimum.

**In the satellite project, useless activities frequently arise in moving and waiting.** Such useless activities should be reduced and the time created by reducing the useless activities should be used for MA. Even when the satellite is developed on one campus, if individual teams are stationed in different places, the time required to move to and meet at a certain place for meetings, assemblies, integrations, and testing activities is useless. The time required to move to the ground station for operation of the satellite is also useless. The environment for remote work and communication have significantly advanced under the COVID-19 situation, but efficiency is still not high enough compared with face-to-face activities and communication. When the test facility is not available on campus, the time required to move the satellite and staff to and from the testing place is useless. Time lost in waiting for a response by e-mail communication will not create any value. Face-to-face communication of details made between team members stationed in the same room will contribute to time saving. Consideration should be given for the matters to be recorded, such as to record matters as a text message. To improve efficiency in movement and communication, it is preferable to **install the office, work room, test facility, and ground station in the same building.**

### 2.4 Frequency Coordination and RF License

Even when development of the satellite goes smoothly, changes in the basic design, changes of the mission, delay in delivery of the satellite, cancellation of the satellite mission, or restriction in operation of the satellite may become required as a result of frequency coordination and RF license application. Attention should be especially paid to combined use of amateur radio bands and non-amateur bands, and to use a frequency not assigned in the primary allocation band. The time required for frequency coordination in amateur radio bands and for obtaining the preliminary license is increasing due to the increase of the lean satellites. The project team should understand that a delay in the government procedures for radio license may lead to a delay in delivery of the satellite or loss of the launching opportunity in the worst case, **because a satellite for which frequency coordination or preliminary license has not been completed cannot be launched.**

As international frequency coordination and application for an RF license require expertise in the regulatory and technical aspects of radio communication, specific member(s) may be put under a heavy workload. More than one team member, including the project manager, should constantly monitor progress in frequency coordination. It is also desirable that more than one member should read through Reference [5] if the radio license is obtained in Japan. In each country, the team should consult with an appropriate radio authority well in advance. It is good practice to outsource the work necessary for frequency assignment to an outside

consultant in certain cases. Of course, certain project team members should constantly monitor progress even when the work is outsourced to an outside consultant.

## 2.5 Compliance with Safety Requirements

Noncompliance with safety requirements will result in design modification and/or rebuilding of the satellite, which will reduce the time used for MA. As a satellite that does not pass the safety review cannot be launched, in the worst case when the satellite cannot be delivered, the launch vehicle needs to be launched with a dummy mass installed. There have been such instances in the past (Figure 1). In order to avoid such undelivered satellite due to noncompliance with the safety requirements as much as possible, **problems associated with compliance with safety requirements should be identified at the respective phases when the conceptual design and detail design are completed, and should be consulted with the launch provider for confirmation.**

The verification method of compliance with safety requirements is an issue in the safety review. **A verification that requires the minimum effort for verification method should be agreed with the launch provider.** When the commitment to an excessive method is made (university professors tend to make an excessive commitment wishing to show their ability), such a commitment may become a burden to the project at a later stage. The resource should be allocated to the activities of MA, etc., limiting the efforts for compliance verification with safety requirements to the minimum.

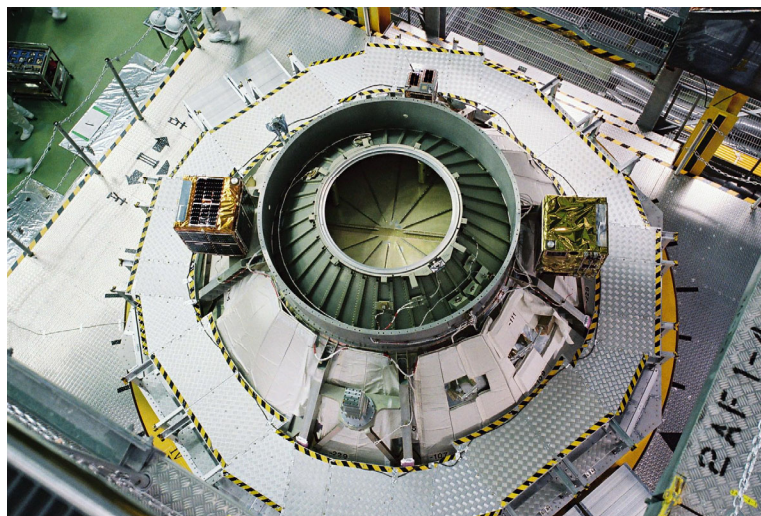


Figure 1 Small Piggyback Satellites installed in H-IIA Launch Vehicle 30 (The silver object located at 6 o'clock position is a dummy mass) (Source: JAXA Digital Archives)

[https://s3-ap-northeast-1.amazonaws.com/jaxa-jda/http\\_root/photo/P100010489/5590ac570abed216cfe9acfe71681338.jpg](https://s3-ap-northeast-1.amazonaws.com/jaxa-jda/http_root/photo/P100010489/5590ac570abed216cfe9acfe71681338.jpg)

## 2.6 Documentation Control

Documentation is required because of the following reasons in the satellite project.

- a) Regulatory affairs work (Safety review, frequency assignment, radio license, and Space Activity Act)

- b) Establishment of understanding in the project team (Necessary in the field of development, testing, and operation)
- c) Establishment of traceability in responding to a trouble in operation of the satellite
- d) Knowledge inheritance
- e) Sharing of knowledge and knowhow with other projects
- f) Source data in drafting papers

For (a) and (b), documentation cannot be avoided because satellite launch will become impossible without such documentation. With respect to (a), the students must engage in documentation work when the professor or the staff does not have enough time or the aptitude for documentation. So, documentation work for safety review should be allocated to students as an important task at the start of the project. After making the students understand the importance of the assigned task, motivation for the project should be given by the notion that the completion of the task determines whether the satellite launch can be made successfully. Nevertheless, the documentation for the safety review prepared by the students must be checked by the professors and staff. With respect to (b), the documentation will be inevitably prepared by the responsible persons of the respective systems or the project manager as required by their tasks.

As no student will be excited by such documentation work and the documentation is prepared in parallel with the development of the satellite, the prepared documentation will be the required minimum, unless the professor directs the student to prepare the documents for student study. For (f), the documentation will be prepared by the professors and students (principally the doctoral students) considering the preparation of papers or by the students under their guidance.

(b), (c), and (d) relate to MA activities. **Such documentation is required to prepare for the situation where no one is familiar with the detail design of the satellite in the operation phase due to generation change within the university or for the purpose of smoothly advancing the next satellite project.** However, such documentation will not be made by the students even if they are repeatedly directed that knowledge inheritance is important and that the knowledge should be documented. One idea to solve such problem is **to make the satellite project in combination with the bachelor thesis or master's thesis of the students.** The bachelor thesis and master's thesis are essential requirements for students in science and engineering courses. When development and/or testing of certain systems or components is selected as the theme of the thesis, details of the development and/or testing must be described in the thesis. While such thesis may not be systematic, very detailed documents will be prepared in specific areas. When the deployment mechanism of the antenna is selected as the theme of the bachelor thesis, for example, the student will make the very detailed record of what he/she did describing basics of the antenna, how the threads were connected, to what extent the tests were conducted and in what conditions, to what extent the tests were successful, and the possible factors of the failure of the test.

## 2.7 Control of Defects

A defect will inevitably occur in development of the satellite. A system to collect the defect information and bring it to the attention of the project manager or the responsible person so that the proper actions can be taken for all such defects must be established. Such a system is important as the satellite system becomes

complicated. Effectiveness of defect control using the defect control chart is demonstrated in some satellite projects. However, **attention should be paid not to break up the available resources too much by assigning priority to various defects, weighing the significance of the effect on completing the mission.**



### 3. Defining the Mission

#### 3.1 Feasibility

It is very unlikely that the knowledge and skills required for development of the satellite are fully covered by the team members. The idea to bring in talent from outside that cannot be filled internally by newly hiring staff does not always guarantee fulfillment of all the required talents. It is risky to expect the growth of student talents. The budget is also limited. In formulating the mission, such restrictions should be deeply taken into consideration. **A feasible mission fitting the available budget and staff** should be formulated. For the case of an educational satellite project, the project may fail if too many new development elements are incorporated.

Success of the university-built satellite depends on the professors. When professors try to overreach their ability, the students may not be able to catch up. The professor is not a god and does not know everything in assessing the feasibility of the mission. It is important **to accept what is lacking in his/her ability, to ask assistance from outside, and not to try too hard in a weak area.** When assistance is requested from the outside, an attitude of seriously accepting comment from an experienced person is important. The ability to decide whether the comment is valuable or not is required as a prerequisite, and effort is required to acquire such ability.

#### 3.2 Success Criteria

The success criteria are the guidance in advancing the project. The success criteria are usually composed of three elements; minimum success (the minimum target to be achieved even with presence of a system defect), full success (the target of results to be achieved when the system fully functions as required), and extra success (the target of results that is more than expected in addition to the achievement of full success) (Reference [6]). It is required to use quantitative indicators as much as possible (especially for minimum success and full success).

The success criteria are to be formulated at the start of the project, and whether or not the target, especially the target of full success, can be achieved should be checked at respective check points in the project such as the review meeting. If achievement of the target is considered impossible, the criteria need to be changed, but it should be thoroughly examined **whether the meaning of the entire project can be achieved (whether or not the results can satisfy the project stakeholders).** If the feasibility of design change is reviewed, **whether or not the minimum success criteria can be achieved by design change should be seriously examined.** The minimum success criteria should not be changed thoughtlessly. To the contrary, revision of the respective success criteria in the upward direction should be avoided because it is an addition to the system requirements, even when success of the project looks promising. Any addition to the system requirements tends to cause a failure of the project.

The achievement status of respective success criteria will become the indicator to be used in formulating the satellite operation plan in the operation phase. As explained later in 8.2 Operation Plan, once the satellite is released into orbit, operation to achieve the minimum success criteria should be implemented as soon as possible.

#### 3.3 Mission Scenario

The operation scenario of respective missions should be formulated after the missions to be executed become clear. It should be considered how to operate the satellite by command link from the ground station, and how the data will be downlinked to the ground. Based on these, the functions and general performance that the satellite should be equipped with can be estimated. Based on the results of such estimation, the devices to be equipped on the satellite should be listed and the **budget table for the communication, power, and attitude control (pointing) functions should be prepared**. Such budget table should be revised as required during progress of the project and its accuracy should be increased with the progress of the design, manufacture, and verification of the satellite. If there is no or scarce allowance in the budget for communication, power, and attitude control to be included in the phase of defining the mission, it should be considered that such mission is not feasible.

### 3.4 Risk Management

The satellite project is a process **in which the unknowns (success or failure is unclear) are converted to knowns (confidence in success)**. There is always an unknown in the technologies required to realize the mission. The project without unknowns is not exciting. Even when the technology is commonly used in satellite projects by other organizations or teams, such technology is unknown when it is not used by the project team. All the unknowns are risk factors in achievement of the satellite's mission. As to what functions are necessary in the satellite become clear once the mission scenario is formulated, you can identify the necessary unknowns in such timing. In the risk management possibility of failure of such unknowns and the effect of such failure on achievement of the mission should be assessed. As the development and verification advance, such unknowns will turn into knowns and possible failure of such unknowns will become clear to some extent. For matters where the effect of their failure is serious as a result of risk management, the resources of the project should be allocated with emphasis.

#### 4. Conceptual Design

##### 4.1 Requirements Management (Consistency between the mission requirements, design requirements, and verification requirements)

**The design of the satellite should be consistent with the mission requirements.**

The mission requirements should be decided during the conceptual design of the satellite based on careful discussion among the team members. Participation by experts and persons from outside with experience of satellite projects is preferable. When the satellite's mission is primarily education of the students, for example, it is desirable to build a satellite that will function with certainty so that the students can experience operation of the satellite. To use a component primarily made for R&D purposes (e.g., an antenna with a completely new design) is not consistent with the mission requirements. That design requirements should comply with the mission requirements. But the basics of system development is sometimes neglected because of the ambition a university researcher. Such ambition should be removed through comments from another member of the project or from the outside. The responsible professor must be **open to the opinions of others.**

To the contrary, there are cases where the design does not reach the level of the mission requirements. It is frequently the case where the communication line is designed with the maximum capacity to allow downlinking of the data required by the mission. But it is quite rare that the maximum channel capacity is achieved in actual operation. A comment in the concept design phase is also effective in such a case.

##### 4.2 Incorporation of the Lessons Learned from Past Projects

When the team has experience with some satellite projects, the lessons learned in past projects should be incorporated in the conceptual design. The items that successfully functioned in orbit and those that did not should be distinguished. **Those that functioned should not be changed unless such change is very reasonably required. Correction or improvement should be applied to those that did not function after identifying the cause.** When components are purchased from the outside, the team should have experience as to whether the procurement was easier and whether reasonable aftercare was provided. Based on the experience, whether to use the same component should be carefully considered.

##### 4.3 Safety Requirements Compliance Check

After conceptual design is complete, **the issues of safety compliance should be identified before commencing the detail design.** This may be performed in Phases 0 and 1 of the Safety Review. As an experienced expert can easily identify the potential issues just by reading the conceptual design document, it is good to ask the review by such an expert.

##### 4.4 Verification Plan

Verification is an activity to confirm that the satellite is built according to the requirements by analysis, drawing check, as well as testing. The verification plan should be prepared during the conceptual design, which defines when and how compliance with the various design requirements should be verified. Such plan needs to be revised with the progress of design and development, but a design that is not verifiable should not be used, and **optimism such as that the design will probably**

**function and the design will probably be OK should be avoided. A verification plan that is practical** should be established. It is easy to include the statement “to be verified by radiation test” in the plan, but it should be considered whether the test facility is available, team members have the required knowhow for performing the radiation test, etc. When the radiation test is not conducted, the design for radiation resistance should be made based on the condition that no radiation test has been conducted, such as by using parts with a successful flight heritage.

Because a majority of the universities do not have all the required test facilities, an outside testing organization is usually used. It is desired to have preliminary contact with the testing organization during the conceptual design phase identifying the potential organization. In the case of a project where the team has insufficient experience of the test, **a testing organization with sufficient experience capable of providing advice on the design and test of the satellite should be selected.**

As explained in 2.5 Compliance with Safety Requirements, verification for safety requirements is required but it does not enhance the value of the satellite, so the efforts used for such verification should be as reasonably minimum as possible. **Efforts should be concentrated on the verification of requirements that will enhance the value of the satellite** (to increase the survival rate of the satellite, to increase the success rate of the mission, to improve the quality of data obtained in orbit, etc.). For example, safety verification of the battery is the highlight in the safety review, and in many cases the students use a tremendous amount of time for screening the battery. The students tend to have a feeling of being engaged in meaningful work because such verification work is real. While screening of the battery is an activity that must be completed because it is required, the team members must understand that much effort should be concentrated on other matters to enhance the value of the satellite. However, when such fact is emphasized too much, the motivation of the student assigned to an inconspicuous task such as screening of the battery may be lost, so careful consideration is needed.

For the CubeSat released from the International Space Station (ISS), the minimum set of required tests is listed in Table 3. Where “R” means “required” and indicates the test to be conducted in respective phases (“O” represents optional and “N” represents not required). Details of the respective tests are explained in Section 7. Structural analysis (identification of resonance frequency, derivation of maximum allowable load, and safety margin) must be performed.

When the satellite is deployed directly from a launch vehicle such as piggy-back launch on H2A or Epsilon rocket, quasistatic load test (sine burst test), sine wave vibration test, shock test, etc. may be required in addition to those tests listed in Table 3.

Table 3 Tests to be conducted on CubeSat released from the International Space Station

Test Item	EM(QT)	FM (AT)
Electromagnetic Compatibility Test	R	N <sup>*1</sup>
End-to-End Mission Test	R	N <sup>*1</sup>
Electrical Interface Test	R	R
System Functional Test	R	R
End-to-End Long-term Operation Test	N	R
Deployment Test	R	R
Fit Check	R	R
Thermal Test	R	O <sup>*3</sup>
Random Vibration Test	O <sup>*2</sup>	R

\*1: Included in the End-to-End Long-term Operation Test for the FM

\*2: To be conducted when specifically required for the satellite. No need to be conducted when not required.

\*3: It is required to demonstrate that the satellite is functional after exposure to -15°C and +60°C for verification of compliance with the safety requirements. (See reference [7]). When verification is impossible by design (allowable temperature range of the parts used that is obtained from the datasheet, etc.), testing is required. The thermal vacuum test and thermal cycle test in a thermal chamber are conducted when the project team (not the launch provider) judges them as necessary. Otherwise, they may be skipped.

## 5. Detail Design

### 5.1 Selection of Parts and Components

Attention should be paid to delivery time, aftermarket service, and interface conformity when a vendor outside Japan (seller, manufacturer, etc.) is selected as the supplier of components. The members must understand that tremendous time is necessary for coordination with the vendor if any nonconformity of the interface is discovered. Even in the case of a Japanese vendor, attention is also necessary when the experience of the vendor is not adequate. Even if a vendor is excellent in technology, it may have a problem with delivery time. **More attention should be paid to availability of the product, easiness of handling (simplicity of the interface), response to repair requests, etc.,** in vendor selection. Such factors are sometimes more valuable to the project than the size, price, and function.

For components involving certain elements of new development, the interface of the work between the vendor and the system (project team) should be clearly defined, to clearly show to what point the vendor is responsible and to what point the project team is responsible. The satellite project should be regarded as the program, and specifications of the bus components should not be changed as much as possible, **to eliminate development work by the vendor for the second, third and later projects to allow delivery of the identical component.** This is preferable from the aspect of short delivery time. Excessive discount or an academic discount from the vendor should not be expected claiming that the project is a university satellite project, because the vendor product is produced procuring raw materials and by labor of the employees. A good relationship with the vendor to allow for long-term relationship should be established without causing a financial loss to the vendor.

When the component is developed jointly with the vendor, the design and knowhow should be transferred to the vendor so that a **sustainable supply chain** system can be established where the vendor is fully responsible for the supply of the component. To maintain stable product quality, a vendor with whom a good long-term relationship can be maintained should be selected.

### 5.2 Risk Management, FTA and FMEA

It is impossible for the university to build a satellite for which failure is not tolerated. A risk of failure of the mission should be tolerated. Nevertheless, not taking any action against such risks is not allowed. The risks must be evaluated from the viewpoint of the possibility that such risk might actually occur (event probability) and the impact when such risk is realized (severity). As the resource (manpower, budget, schedule, etc.) is limited, priority should be given to actions against the risk in the order of a product of the event probability and the severity. Normally, actions are taken from the risk in which a product of the event probability and severity is largest. It should be noted that in such a case, experience and/or Wisdom of Crowds is usually used in case of the lean satellite because quantitative evaluation of the event probability and seriousness requires a budget and time. So, it is a common practice to obtain opinions from the person with experience in development of a lean satellite, or from an expert in risk assessment. **By asking for the review of the completed concept design to an outside expert, valuable opinions will be obtained for the issues of compliance with safety requirements and for the risks to which priority should be given.**

FMEA (Fault Mode Effect Analysis) and FTA (Fault Tree Analysis) should be used in activities to sort out the technical risks. But few students learn FMEA or FTA in

the university course and do not know the method. The same thing applies to the professors. So, it is important **to start analysis within the area that the team members can understand** without fully following the method available in literature.

For FTA, a flow chart of the mission scenario should be prepared, and it should be considered which component is responsible for a possible failure of the respective step. For FMEA, it should be started from categorization of the cases; (1) The mission can be executed without problem, (2) The mission can be executed with some problems, (3) Execution of the mission is impossible, and (4) Complete failure of the satellite (communication blackout) when the respective component should fail. With respect to whether or not the component fails, use of the following indicators will be used for convenience; (1) The component has a record of successful operation, (2) A similar component has a record of successful operation, (3) The component is designed and built by a manufacturer with a record of successful operation, (4) The component functions with certainty in the ground environment, (5) Design of the component is completely new, and (6) The component is built by students. In any case, **a failure of the part or component that may result in complete failure of the satellite (single point of failure)** should be first sorted out to determine the priority in activities to reduce the risks.

FTA and FMEA should be **also applied to the activities** in addition to physical items such as parts and components. As a human makes mistakes, the results of a mistake, such as what happens when there is an error in sending a command or when the sensor is connected with polarity reversed, etc., should be carefully examined to incorporate a mechanism to make it more difficult for a mistake to occur or to make recovery action possible in the design even in the case of a mistake.

### 5.3 Aiming for a Satellite that can Survive

The design of the satellite should incorporate a means within the system so that **the satellite can avoid the risk of complete failure (loss of communication with the ground)** under any circumstances. Examples are as follows.

- Installation of the “God PIC”, Micro Controller PIC16F877 whose excellent radiation resistance is demonstrated in orbit, to allow power of the entire satellite system to be reset.
- Means to allow battery recharging even when the battery becomes completely empty or to ensure it enters safe mode when the voltage drops
- A design that allows the satellite to function using power generated by solar panels even when the battery is dead
- Redundant communication link when the satellite has some room in the interior volume
- To make the power budget feasible in the following cases for the minimum functions of the satellite (certain missions can be executed so long as the communication link with the ground (up and down) can be established and substantial discharge of the battery is accepted)
  - ◇ Loss of attitude control
  - ◇ Solar paddle deployment failure
  - ◇ Loss of functioning of one solar panel in the case of 1U CubeSat. Without this feature loss of function of any one of solar panel, (usually 1U CubeSat is made of 4 to 6 solar panels), will make the satellite entirely unfunctional, which means that 4 to 6 single points of failure are present in parallel.

It is still necessary to verify that the system can avoid the risk of total failure as designed when these designs are incorporated. When the satellite starts up after power reset, the system may become almost unfunctional in a half awake state. A test simulating the failure conditions in orbit should be conducted, and **it should be confirmed that the satellite can successfully start up from power reset.** Recovery of the battery from a completely dry condition should be confirmed simulating the generating conditions in orbit using the solar array simulator, etc. Transition to safe mode should be tested using the actual satellite. For the power budget, system functionality should be confirmed in worst case scenario power conditions. A certain allowance should be made in establishing the power budget, because certain errors in measurement of the power produced and power consumed cannot be avoided. Redundancy test of the communication system should be also conducted.

#### 5.4 Avoid Excessive Protective Functions

In the design of satellite systems, a variety of protective functions tend to be installed. Examples are a safe mode to prevent the battery from drying up and a battery heater to protect the battery at low temperatures. But before incorporating such functions, **the risks and benefits of such protective functions should be carefully examined** as to whether they are really required. Automatic activation of the protective function is based on the condition that the voltage and temperature sensors function normally, but to what extent such sensors are reliable should be considered. The safe mode may cause a risk of the system failing to start up because the safe mode may cause the system to go into a suspended condition, and some satellites have experienced such situation. The battery heater requires power, and such power consumption may make the battery dry up because of a negative power balance.

Instead of using the safe mode, a design may be used where power supplied to the satellite is automatically interrupted when battery voltage decreases to below the input limit to the DC-DC converter and the power reset function which shuts off the power of the satellite completely is activated. Then, when the satellite emerges from the eclipse, the satellite system will start up from the initial mode. A battery heater design whereby it can be started up by a command from the ground monitoring the battery temperature in orbit is preferable to automatic activation. The battery temperature will not decrease all of a sudden in orbit. When the satellite orbit altitude is low, the temperature of the overall satellite will become higher. In such a case, appropriate insulation applied to the battery without a battery heater may be adequate for satellite operation.

#### 5.5 Points to Note in Design Changes

Whether or not the design change should be adopted should be always decided after evaluating **the benefits obtained and the new risks brought about by the design change**. Minimum success and full success are used as the criteria for such evaluation. Careful decision is needed when there is a risk that will obstruct achievement of the minimum success. When the design change increases the possibility of full success, the risks associated with such design changes should be carefully examined. For example, suppose there is an idea of crossed connections of two antennas and two communication equipment using the RF switch for multiplexing the communication link as shown in Figure 2. Such configuration is frequently considered if the communication equipment and antennas do not have a



heritage of successful operation. Such configuration will improve the reliability of the communication link but there will be a loss of RF output, a risk that switching of the RF switch will become impossible or it sticks in an intermediate position, and in the worst case, there is a risk of no communication at all. Even without such crossed connection, communication can be established when at least one pair of communication equipment and antenna is functional and the minimum criteria can be achieved. The benefit obtained by a crossed connection is not considered to surpass the associated risks.

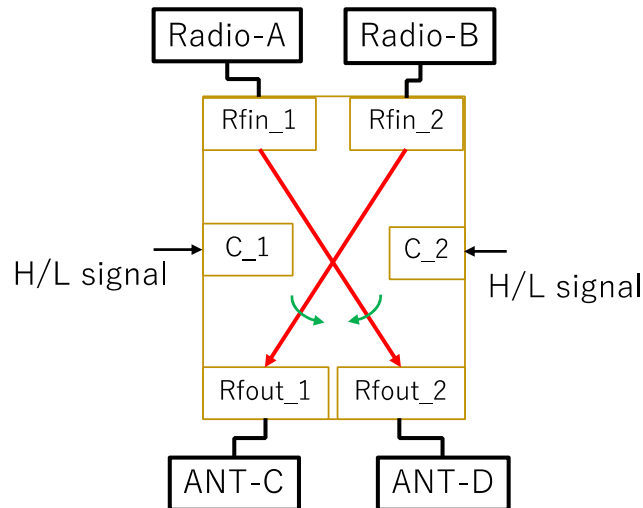


Figure 2 Study on Crossed Connection between Transceivers and Antennas using the RF Switch

### 5.6 Satellite Design allowing Easy Operation

**Easy satellite operation** should be intended considering how to execute the mission. For second and subsequent projects the lessons learned from past operations in the past should be incorporated to the maximum. When the project is for the first satellite, hearing from a university who has experience with satellite operation is helpful. For example, the stored command (reserved command) system will make starting the satellite's missions possible at any point above the ground other than Japan. When a series of operations are reserved, it will not be required to uplink individual operations one by one. It will increase the data volume because data can be downlinked at different ground stations (however, frequency coordination should be carefully made).

To improve the success rate of the uplink, a simple uplink command should be used so that the command can be uplinked with a small number of bytes. As command encryption will only decrease the success rate of the uplink, the benefit obtained from encryption is low in the case of a university built satellite in which confidentiality is not really required.

The software of the ground station is preferably designed to be compatible with remote operation and automatic operation to allow operation possible even when the number of operation staff decreases.

A design in which the housekeeping data history before power reset can be retained when power reset is executed is preferable to allow for easy trouble shooting during operation.

### 5.7 Satellite Design that is Easy to Test and Easy to Assemble, Integrate and Test

Satellite design that considers the easiness of assembly, integration and testing should be made. Fasteners (screws and bolts), cable harnesses, and connectors are essential parts in assembly of the satellite. Assembly of the satellite will become easy when the type and quantity of such parts are small. Particularly, as **workmanship errors can frequently occur related to the harnesses and connectors**, a design that minimizes the use of such parts should be considered. A mechanism to prevent mistakes in fitting the parts is also required. Mounting the parts on the PCB may be asked with the front and back faces mistaken, and a mechanism that prevents such mistake is required. **It is not a solution to prevent a mistake just by the worker being careful, and a mechanism to prevent mistakes should be incorporated in the design.**

It is frequently required to remove a component with a problem when the system test, especially the first system functional test, is conducted. The design of the satellite should consider that disassembling the entire satellite is not necessary in such a case by making it possible to remove the components and a small number of the associated parts. The connector should be durable for frequent connection and disconnection because connection/disconnection is required in component removal and installation. When the connector is forcibly disconnected, the connector may be damaged, so a device to disconnect it smoothly should be prepared. It is recommended to prepare test beds for the electrical interface test and software development, as such tests can be made without installing the entire satellite system in the satellite.

Access ports should be provided in the outer panel of the satellite to allow access to the processors (microcontrollers) after assembly of the satellite is complete. A design that does not allow access to the processor from outside should not be used unless you are fully confident. When more than one satellite with identical designs are built, identification should be applied to the exterior of the satellite to allow discrimination. For example, in Figure 3 the identification sticker is applied on the GPS antenna of each satellite.

It is recommended to fabricate jigs used for assembly, storage, tests, etc. of the satellite (Figures 4 and 5) to prevent an accident during tests and assembly. The satellite should not be placed directly on the desktop because damage may be caused. The design of the jig should consider how to hold the satellite. In the case of CubeSat, a Pelican Case, etc. is used to carry the satellite, but at the last moment it must be held by hands when it is set for the vibration test and thermal vacuum test (never hold the satellite using just one hand). For satellites other than the CubeSat, the design should allow for installation of the I-bolt used to hoist the satellite in the upper structure of the satellite. **Holding the satellite by hand should not be considered.**



Figure 3 Jig for Satellite Storage

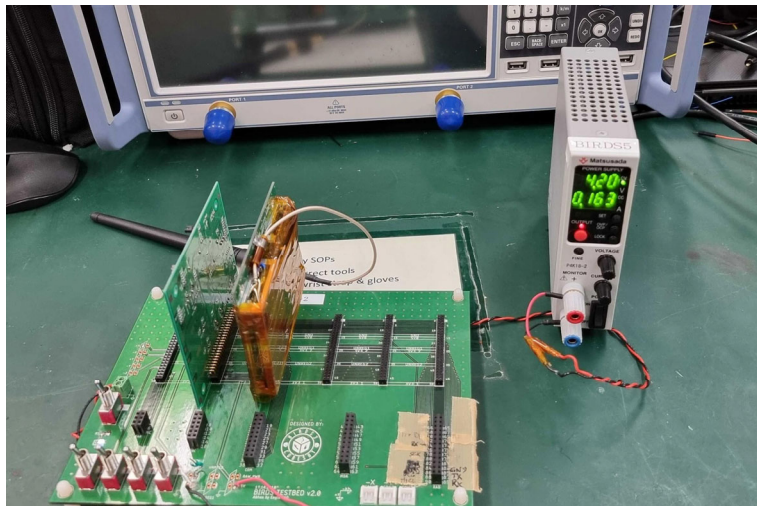


Figure 4 Testbed for Component Test



Figure 5 State of the System Functional Test (The satellite is placed on the test jig)

## 5.8 Understanding of Design Basis

Normalcy bias is a common behavior by which a human being considers what he/she cannot completely understand as probably OK, and justify such decision groundlessly. **In development of the satellite, the words “probably” or “will be” should be avoided when making a decision.** The design should be based on firm grounds. Especially for critical design items that will decide the fate of the satellite and the mission, all effort to understand the grounds of the design should be made until you are convinced. When you do not understand, opinions should be obtained from different people, and you should accept comments from people with experience in deciding the principles of the design and verification method. It is important that **you admit that you cannot understand if you cannot understand an item.** It is a common practice to use the same design as in the past in the development of second and subsequent projects, but a problem may sometimes occur when an design change is applied to a certain item when considering that such change will be effective but without understanding the design grounds.

## 5.9 Before advancing to FM Phase

In the EM phase, efforts should be concentrated on **completion of the satellite functions and improving the skills of the development team.** For that purpose, an EM that is functionally equal to the FM (all components other than the solar panel are installed) and that is virtually the standby unit of the FM should be constructed and thoroughly tested. Assembly and testing of the actual satellite system by the team improves skills. (This is very important for a university-built satellite for which a majority of the team members lack experience.) By confirming that the satellite system will **be able to achieve the minimum required mission** by the end-to-end test in the EM phase, a fundamental change of the system should be avoided when the project is moved to the FM phase.

Decisiveness not to install a function in the FM if the function cannot be confirmed in the EM phase is necessary, unless such function is essentially required for achievement of the mission. A new problem will naturally be found after the project moves to the FM phase, but handling of such defect requires higher costs, a longer time, and more mental pressure. A system defect found after moving to the FM may need **to be discarded unless such system is critical to the achievement of the mission,** and effort should be concentrated on the items of the mission with higher importance.

To allow such decision, all team members as well as the project manager should share understanding of which mission should be given priority, and prioritize which items should be achieved as a minimum (success criteria).

## 5.10 Safety Requirements Compliance Check

Phase 0, 1, and 2 safety review is normally conducted after the detail design and testing of the EM is complete. Documentation for safety review requires a very long time. **Such documentation work should be performed not only by the members in charge of safety review but by all the project team members maintaining high motivation.** In Phase 0, 1, and 2 safety review, the method to verify compliance of the FM with the safety requirements is discussed. Attention should be paid to the method of verification so that verification can be made without a problem **by close communication between the members in charge of safety review, members in charge of satellite construction, and members in charge of verification of the FM.** There are some risks that the result of the Phase 3 safety review prior to launch may be a

failure if verification is not made correctly because of a lack of communication. In such a case excessive time loss may occur to repeat the work for verification, and in the worst case the team has to start the design from the beginning.

## 6. Satellite Assembly and Integration

### 6.1 Quality Control

A majority of the parts used in the lean satellite are parts mass-produced for consumer products on the ground and not for space applications. Consistent quality assurance of such parts is provided by the manufacturer as mass-produced products, and possible defects of such parts are quite low and there is no need to inspect individual parts in the project. **A failure that has occurred is mostly due to inappropriate handling of these parts after delivery such as electrostatic discharge, humidity, and contamination.** Accordingly, practices such as the use of antistatic wrist straps during work, confirmation of adequate grounding of equipment and worktables before starting work, using globes during the work, etc., should be enforced within the team as a common practice.

Although the quality of individual parts is assured, the quality of components constructed from such parts is not always assured. In the case of the university-built satellite, circuit boards are usually fabricated in the laboratory of the university or using a fabrication service to which order is placed by Internet. Such component is basically a custom produced component and their fabrication process is not an established one. Even when the same components are fabricated in multiple numbers, it is not guaranteed that all components are quality products. So, **when such component is delivered, a basic functional test should be conducted before it is incorporated in the system to check for possible defects.**

### 6.2 Contracting the Work or Building Inhouse

The decision to contract a portion of the work required to build the satellite instead of making everything inhouse is required in the case of the university-built satellite. **The decision to build inhouse because of insufficient budget may result in schedule delay or mission failure.** The decision to make the students work on items that require handyman skills (harness, solar panel, soldering, etc.) for a university-built satellite should be made carefully. As some students may have excellent handyman skills, it may be possible to have such work done by them, but when it is difficult to find such students, the work should be contracted outside. **The purpose of the educational satellite is not acquisition of handyman skills by the students but to make the students learn systems engineering and project management by practice in the project.**

### 6.3 Safety Requirements Compliance Check

The records during the FM AIT (Assembly, Integration and Testing) are the basis of the critical verification documents in the Phase 3 safety review. So, as much as possible, the records should be prepared during the FM AIT. Note that making the record is not simply taking photographs. The records should be prepared while precisely understanding what items need to be verified and what data and photographs are required. The material certificate of the structural parts and components and the proof that the satellite has been assembled according to the assembly procedure, etc. are particularly important. **Assembly of the satellite should be basically done by two persons or more, and one person must concentrate on confirming the procedure and recording the work.**

## 7. Testing

### 7.1 Electromagnetic Compatibility Test

In the case of the lean satellite, electromagnetic interference with other satellites and the launch vehicle need not be considered because the power is cut during the launch. However, restricting the RF radiation level below the allowable limit is required by the safety requirements because of a possible safety risk when the power is turned on by mistake (see Note below). The effect of the RF noise produced by the satellite on the functions of the satellite is important with respect to electromagnetic interference, and the effect on the uplink communication should be especially considered. It is too late if it is found that the uplink communication does not work in the satellite during the end-to-end long term operation test using the FM. So, **an adequate margin in the uplink line should be confirmed in the EM test.**

First, the receiver sensitivity of the communication equipment should be measured under ideal conditions when the EM of the communication equipment is delivered. The minimum RF signal strength the receiver can decode in the uplink signal should be measured with the communication equipment placed in a shielded box and the RF signal from the signal generator injected via RF cable. Such signal strength means the minimum signal strength that the receiver can decode in the noise floor generated by the receiver. When the communication equipment is installed in the satellite and connected to the antenna, the noise floor will increase but will never decrease. In addition, the RF signal is received through the antenna, which will produce various losses (line loss, polarization loss, pointing loss, reflective loss, etc.). Considering these circumstances, communication during actual operation will not be established unless there is an adequate margin in the ideal conditions where measurement is taken with the RF cable directly connected and with the receiver unit noise-free.

For the CubeSat, the effect of noise from other equipment can be evaluated by a test whereby the complete satellite is placed in a shielded box as shown in Figure 6, so such test should be conducted by any means. Even when the satellite is larger than the CubeSat, the test including some factors of antenna loss is possible when the electromagnetic anechoic chamber is used. These tests should be conducted in the EM phase to verify if the communication system design satisfies the requirements.



Figure 6 Receiver Sensitivity Test in the Shielded Box

Note: When the MOSFET is used as the inhibit switch, the FET may be activated by excitation of the line connected to the gate of the FET by the radiated electric field of the ISS. That will require the design install a pull-up or pull-down resistor to the FET gate, and when it is not installed, analysis and verification will be required.

## 7.2 End-to-End Mission Test

It should be confirmed that the minimum mission can be achieved by the end-to-end test with the ground station during the EM phase. In the end-to-end test, the following process should be confirmed by transmitting the command from the ground station, which is received by the satellite receiver, and then the command is sent to the C&DH system, which in turn sends the command to the mission payload, and after performing the mission the data are sent to the transmitter, which transmits such data to the ground station, to be displayed by the computer in the ground station. For example, when the mission is imaging the Earth's surface, the process starts by sending a shutter command from the ground station and is completed when the image taken can be confirmed at the ground station. As explained above, **the core element of the mission should be completed in advance and the fact that such mission is practically possible should be demonstrated by the test, and then construction of the details should be started.** This test is preferably conducted by actually transmitting the RF signal, but when the electromagnetic anechoic chamber cannot be used, it may be conducted by connecting simulated communication equipment in the ground station with the communication equipment of the satellite via RF cable.

## 7.3 Electrical Interface (Integration) Test

The interface test with the other components of the satellite should be conducted when the components are delivered but before they are installed in the satellite structure. This test is required for both EM and FM. **Successful testing for the EM does not always guarantee that the test for FM is successful.** The components used for the lean satellite are basically hand-crafted in small lots of different products, and the components for EM and FM are not produced in the same lot. Accordingly, all the components of the EM and FM are not always the same. In the test as to whether interfacing with the command data processing system, power system, etc. is successful, whether equipment ON/OFF is possible, whether data can be transmitted normally, and whether the system functions correctly are also checked. It is desirable to prepare the test bed to be used in the engagement test to allow for easy installation and removal of components and not to cause any damage to the connectors of the components.

## 7.4 System Functional Test

After the electrical interface test with the delivered components is successfully completed, **the satellite should be assembled promptly and the system test with all systems incorporated should be started.** The functional test of all the systems should be conducted before the environmental test to confirm that the satellite is assembled correctly. The following items should be checked at that time.

- a) The modes from release of the satellite in orbit to the time when the steady state is reached. Such modes include receiving of the beacon data from the satellite, deployment of the antenna and solar panel, tumbling control (de-tumbling), transition to sun pointing, etc.
- b) All operations to be executed in the initial operation. Such operations include uplink to the satellite, housekeeping data acquisition, command transmission and mission data reception to be executed as a minimum (equal to the minimum success criteria).
- c) All the operations to be executed in steady state operation. This includes mission



command transmission, mission data receiving, and different types of attitude controls equal to the full success criteria.

d) Confirmation of the functions incorporated in the satellite as countermeasures against failure, such as power reset, transition to safe mode, resetting, etc.

It is important to examine **the details of data transmitted from the satellite** in this test, and whether housekeeping data, mission data, etc. are consistent should be checked. For example, in the case of housekeeping data, it should be checked whether the battery voltage and current change consistently with the operating conditions of the onboard payload and with the power input from the solar panel, and that they are consistent with the power budget prepared in advance, whether the images are taken as planned, whether the sensors of the attitude control system send the correct data and actuators like the reaction wheel and magnetic torquer function correctly according to the input from sensors, and whether RF signal is transmitted according to the power and frequency as contemplated, etc. **When a problem is discovered in such system functional test, the problems should be solved before starting the environmental test.** As the trial and error process at this stage will require tremendous time, adequate allowance should be allocated in the schedule. **A schedule where conducting the thermal vacuum test takes place one week after the satellite is first assembled should not be planned.**

#### 7.5 End-to-End Long-term Operation Test

A majority of the university-built satellites that failed a mission stated that the cause of failure was because the end-to-end long-term tests while all the FM systems integrated could not be conducted before satellite delivery due to a delay in the schedule. The end-to-end long-term operation test of the FM has the following aspects.

##### a) Flight software debugging

Although the system test is considered to be complete using the EM before the FM, verification of minor updates to software made after the FM is necessary. The functioning of built-in software directly linked with hardware in the actual system is not guaranteed even when it functions on the simulator PC used for programming. **Functioning of the software in any situation (in normal and also in emergency conditions) that the satellite may encounter from the time the satellite is released in orbit to the time operation of the satellite is terminated** should be confirmed. This test includes transmission of the mission command and receiving of the mission data, to confirm whether the mission can be achieved.

Although this test is almost the same as the system functional test, in the long-term operation test simulating operation during the first week in orbit using the actual time scale is desired. This is because a problem is most likely to occur in this one week period. Software bugs are inevitable, and as the time passes, and while the number of bugs found decreases, the long-term operation test will improve reliability of the satellite as much as is practical. However, the risk of new bugs is associated with software rewrite. So, beyond a certain time prior to delivery of the satellite, a decision not to rewrite software may be made even if a bug is found, depending on its criticality.

##### b) Operation rehearsal

The end-to-end long-term operation test should be conducted **using the control software of the ground station.** Any communication with the satellite should basically be made only by the uplink and downlink signals. By such processes, the

method to understand the satellite's condition from housekeeping data and the processing method of the mission data should be learned. In addition, the satellite's response to the uplink command can be understood. Using the control software of the ground station will improve the operation team's proficiency. By experiencing the operation with the satellite at hand, the anxiety of having communication with the satellite in orbit by RF signals alone will be reduced.

c) Confirmation of communication between the ground station and the satellite

In the end-to-end long-term operation test, communication between the ground station and the satellite should be made by RF signals as much as is flight representative. The problem of the radio station license should be resolved, or the test should be conducted in an electromagnetic anechoic chamber, and communication with the satellite by RF signal will confirm the possible communication line calculation. In the communication line calculation of the lean satellite, the items that are difficult to know precisely are the **loss between the satellite antenna and the communication equipment and the noise floor around the communication equipment**. The loss between the satellite antenna and the communication equipment is determined by fabrication of the antenna and its peripheral circuit and the skill in installation. In the case of CubeSat, the components are closely packed and the RF noise environment around the communication equipment is extremely complicated. As shown in Figure 7, the uplink signal intensity is extremely reduced due to the free space path loss when it arrives at the satellite, and the two elements above (cannot be corrected after delivery of the satellite) determine the success rate of the uplink. In order to check whether the communication line can work, an **uplink signal with a known intensity is sent via free-space RF wave and whether or not the uplink is successful or fails should be measured** to confirm suitability for the actual environment. Under actual flight conditions, it should be taken into consideration that the success rate of the uplink will be further reduced with the doppler shift.

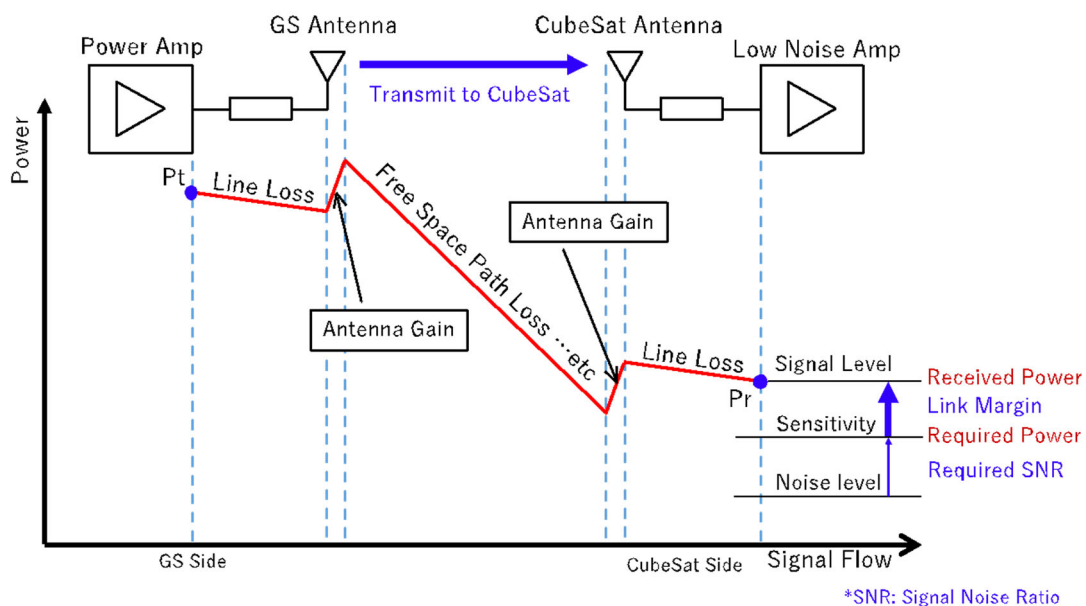


Figure 7 Communication Link Budget (Uplink)

## 7.6 Deployment Test

The missions of many lean satellites with deployable systems have failed. Many CubeSats have deployable UHF/VHF antennas retained by threads. Considering that the missions of about a quarter of the university-built CubeSats ended up as DoA (Dead on Arrival) (Reference [1]), it can be reasonably considered that the deployment of such antenna failed in many cases. There are many satellites in which deployment of the solar panel also failed and the success rate of satellites with the deployment of film or with separation between the master satellite and subsatellite is not high.

When such facts are considered, we can say that in many cases the deployment test on the ground was not sufficient. Because actuation of the mechanism with movable parts in microgravity and the vacuum environment in space is certainly difficult and computer simulation is also difficult, verification using the actual mechanism such as the EM and FM cannot be skipped. For the EM, tests assuming all adverse conditions should be repeated and in the same conditions that will be encountered in orbit. When the antenna is deployed by cutting the thread with a heated cutter, successful deployment should be confirmed by the low battery condition immediately after the satellite is separated and released, and **in the condition where the heat cutter is exposed to low temperatures**. Figure 8 shows the example of the deployment test in a low temperature condition. Because the number of deployment tests increases as the deployment system becomes more complicated, the design should consider the ease of conducting the test and the allowance in the limit to the number of tests. Effort to make the test environment as close to microgravity and vacuum condition as possible should be also made.

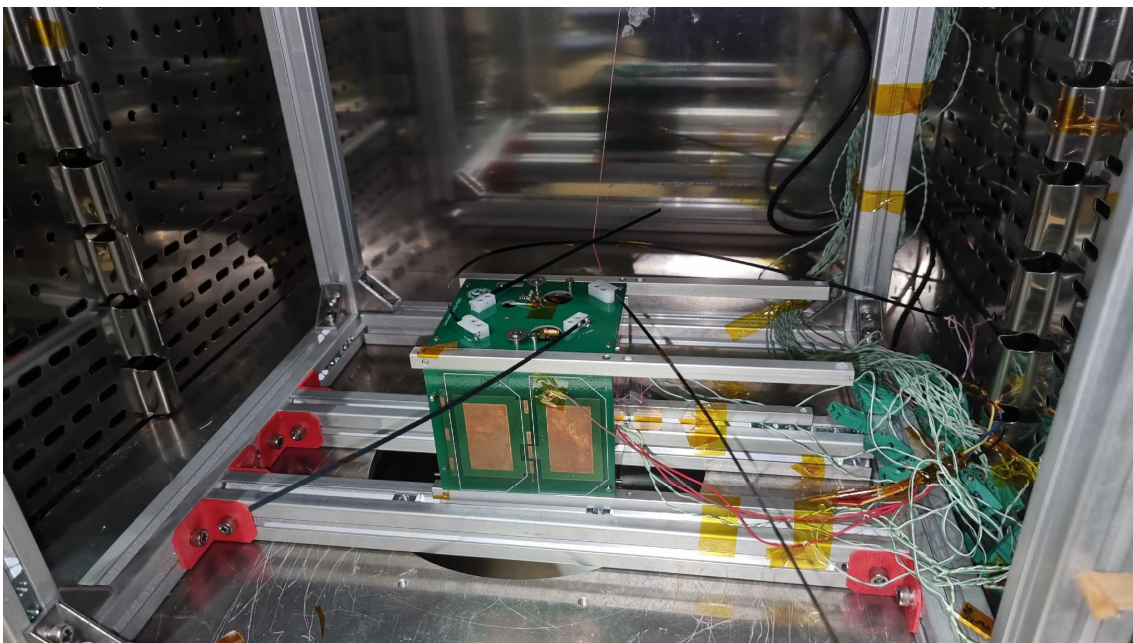


Figure 8 Antenna Deployment Test in Low Temperature Environment in the Thermostatic Chamber

## 7.7 Fit Check

The purpose of this test is to confirm that the mechanical interface between the

satellite and the launch vehicle is consistent. In the case of CubeSat, it should be checked that the CubeSat can be inserted into and ejected from the POD smoothly, and that the satellite envelop fits in the POD (no contact between the items attached to the satellite surface with the inside of the POD). Recently it is quite rare that a university team develops the satellite separation mechanism. **Development of the separation mechanism by the university should be avoided** unless there is a very good reason as the safety verification of the separation mechanism may sometimes be more burdensome than the safety verification of the satellite itself. Therefore, it will be necessary only to confirm that the separation mechanism provided by the launch provider (PAF-239M etc.) or POD mechanically fits the satellite.

In the case of CubeSat, it does not mean that the satellite is assembled according to the CAD drawings as assembled, even when respective structural parts are fabricated according to the drawings. Distortion, etc. cannot be avoided. A case where the satellite cannot be inserted into the POD when the satellite is delivered to the launch provider has actually happened even in 1U satellite. As distortion increases with the size of the satellite, more care needs to be taken. The simplest method of the fit check is **to insert the satellite into the official POD supplied by the launch provider**. This method is preferably applied both for the EM and FM phases.

As jigs used for fit checks such as the official POD are lent for a limited time, the lending period should be discussed and determined with the launch provider in advance. Such jigs are specially manufactured for space vehicle use and are very expensive, so very careful handling is required. When even one part of such jig may be damaged, **compensation will be very high (more than ten thousand dollars)**. In actuality, there have been such instances.

#### 7.8 Thermal Test

**Items in the thermal test of lean satellites and large satellites are the same. Accordingly, there is no difference in the test method.**

However, the temperature difference in vacuum and in atmosphere is not that large for a satellite like the 1U CubeSat, so a high temperature test and low temperature test in a thermostatic chamber may replace the thermal vacuum test. (See Annex-F to Reference [7]) Even in such a case, a functional test with the entire satellite placed in the vacuum chamber should be conducted at least once.

The thermal equilibrium test of the lean satellite is conducted to obtain data for thermal analysis and for verification of the thermal analysis results because active temperature control is hardly performed for parts other than the battery heater. Many lean satellites are operating in orbit now and sufficient temperature data on their orbits are available. In particular, the large outer surface area of CubeSat is covered by solar cells and there is no significant difference in the thermal radiation properties of the outer surface. Accordingly, the time required for thermal analysis can be saved by obtaining the high and low temperature conditions of a thermal test using the highest and lowest temperatures in operation, as far as the temperature data of CubeSats in the same orbit are available. As a lot of data from CubeSats released from the ISS are available, it is recommended to use such data. Attention should be paid to use the data under full solar radiation in calculation of the high temperature conditions, because full solar radiation conditions may be present due to the high beta angle.

## 7.9 Vibration Test

**Items in the vibration test of the lean satellite and large satellite are the same**, so the test methods are the same. Because the vibration test records make up the critical documents in safety review, the records should be prepared in clear form.

## 7.10 Test Configuration (Test-as-you-Fly)

The tests should **be conducted in conditions similar to the actual operating conditions**. The condition of the satellite and mission accomplishment or failure should be determined by transmitting the actual operating command and analyzing the data received from the satellite responding to such command by the software in the ground station. As no external cables are connected to the satellite in operation, the external cables should not be connected as much as possible in the system test. Unintended noise may be introduced via external cables. For the mission equipment, its functioning when incorporated in a satellite system in a vacuum environment (not simply a transmission of the simulated data with the switch engaged but by actual measurement and relaying the data) should be confirmed.

## 7.11 Use of the Outside Testing Organization

Organizations having all the necessary test facilities inhouse are limited, and in many projects testing using an outside organization is required. It is desirable to select a **testing organization with sufficient experience to provide advice for the design and testing of the satellite** when the experience of the project team is not sufficient. In a test conducted by the outside organization, it is required to complete the required tests in the prescribed time frame. Meetings with the testing organization in advance using the test specifications and/or test plan are essential requirements to meet such requirements. What materials and equipment need to be brought to the testing organization and what support can be obtained by the testing organization should be defined clearly, indicating the purpose of the tests and testing conditions by videoconference, etc.

## 7.12 Evaluation of Test Results

All effort should be made to correctly evaluate the consistency of the test results. If test results that are not good or are worrisome are left unattended, unexpected bugs may be hidden. The pass/fail criteria of the test should be established before the test, but indefinite results within the allowable limit that are difficult to decide may sometimes be obtained. In such a case, you should try to explain why the result deviated from the nominal value. In addition, when incomprehensible events occur randomly (relatively frequent in the thermal vacuum test), what you have noticed should be recorded, as it can then be used for the resolution of such events. **Optimistic attitudes, such as thinking that the event is just imagination or that the event will not occur in orbit, that are based on normalcy bias should be avoided.** As very specialized equipment/apparatus are used in the RF test, etc., erroneous RF signal strength may be obtained by mistake in operation of the equipment/apparatus. When test setup work is asked of a single person completely, a mistake may be neglected. A system **where more than one member examines the test plan and the test report** is desirable.

## 7.13 Storage of Satellite

It may take an unexpectedly long time from the date all the tests are successfully

completed to the date the satellite is delivered. The possible causes of such delay are various, such as delay of launch vehicle, extension of safety review, delay of the granting of the RF license. When the satellite needs to be stored for a long time, care should be taken because the separation switch is under stress for a long time and deformation of parts may result. The battery of the satellite needs to be supplementally charged as needed, and charging should be made by more than one member according to the procedure. **Human error cannot be avoided, even if members are familiar with the work.** A device that prevents hands from making contact with wrong pins during the battery charging should be included in the design. It is also recommended to consider including a flight pin in the design to prevent satellite startup, antenna deployment, etc. by mistake while the satellite is stored.

#### 7.14 Confirmation of Compliance with Safety Requirements

The Phase 3 safety review is conducted after completion of the FM tests based on the results of such tests. It is the event to examine whether the satellite is constructed according to the safety requirements based on a variety of the evidence (verification results). The verification documents should include the results of the verification items that are agreed with the launch provider in Phase 2 safety review. The verification documents should not be provided to the launch provider all at once after all the tests are completed. The documents should be provided once they are done without waiting for other documents become complete. The details of the documents should be agreed upon from the FM AIT phases.

## 8. Satellite Operation

### 8.1 Preparation and Maintenance of Ground Systems

Preparation of the ground systems should be completed before delivery of the satellite, and whether communication can be established with the FM should be confirmed. The following matters should be considered to determine the place where the ground systems are located.

- a) No high buildings around the site and a satellite at a low angle of elevation is kept in line of sight
- b) No electromagnetic noise source (RF emission source) around the site
- c) Space to set up the communication equipment, etc. is available near the antenna
- d) A comfortable environment is maintained in the room where the communication equipment is placed, which is closely located to the ordinary working room and 24-hour access is allowed.
- e) Easy access to a place where the antenna is located is ensured for inspection and maintenance

Items a), b), and c) are required for enhancing the performance of the communication line. As a high frequency electric signal is easily attenuated by the coaxial cable (attenuation can be easily calculated when the frequency and the coaxial cable type are known), item c) is very important. When the antenna is located far from the communication equipment, conversion to a low frequency signal at the place of the antenna should be considered.

Items a), b), and c) tend to be focused on when determining the antenna location, but items d) and e) are also necessary when considering a long-term operation system, and a balanced approach considering both requirements is necessary. For example, when the antenna is located at a location where the RF environment is considered ideal, timely operation of the satellite will become impossible in case of an emergency as it may take several days to obtain access permission, arrange for a contractor (access to the antenna by students is not permitted), etc. when inspection and maintenance of the antenna becomes necessary. If the radio station is located in a room to which access at night is not allowed, operation of the satellite at night becomes impossible, resulting in a 50% loss of visible time of the satellite from the beginning. While operation via the network is possible, in critical situations immediately after the satellite is released in orbit it should be operated using all the visible time, as operation is better performed by members sitting in front of the communication equipment unless members have adequate experience in network operation. It is required that the operation room is located close to the ordinary work room when operation at night is considered, and where the members should spend hours between the visible time and the visible time during the night should also be considered. When operation in midsummer and midwinter is considered, working in a utility space on the rooftop where the communication equipment is located will not be comfortable.

Periodic maintenance of the antenna is essential as the antenna is exposed to weather. If you feel there is difficulty in uplink or the Morse code tone is weak, the direction of the antenna should be checked. Figure 9 shows the typical antenna pattern of a Yagi antenna, which shows that the gain decreases by 10 dB when the antenna direction changes by 10 degrees from the centerline, and the communication margin will be sacrificed. Attention should be paid in adjusting the antenna direction because **the magnetic north indicated by a compass is not the geographical north as**

shown on a map. The cable connects the antenna and the communication equipment using more than one connector. Contact failure, corrosion, etc. of the connector are frequent causes of a failure of the ground station.

Whether the ground system is functioning properly can be confirmed measuring the RF field strength of the signal received from the satellite. For your own satellite, it is impossible to know whether a problem exists in your satellite or in the ground system. So, it is recommended to determine the satellite that should be used as the calibrator (the satellite transmitting the beacon signal for years) and to track such satellite and to measure the RF field strength.

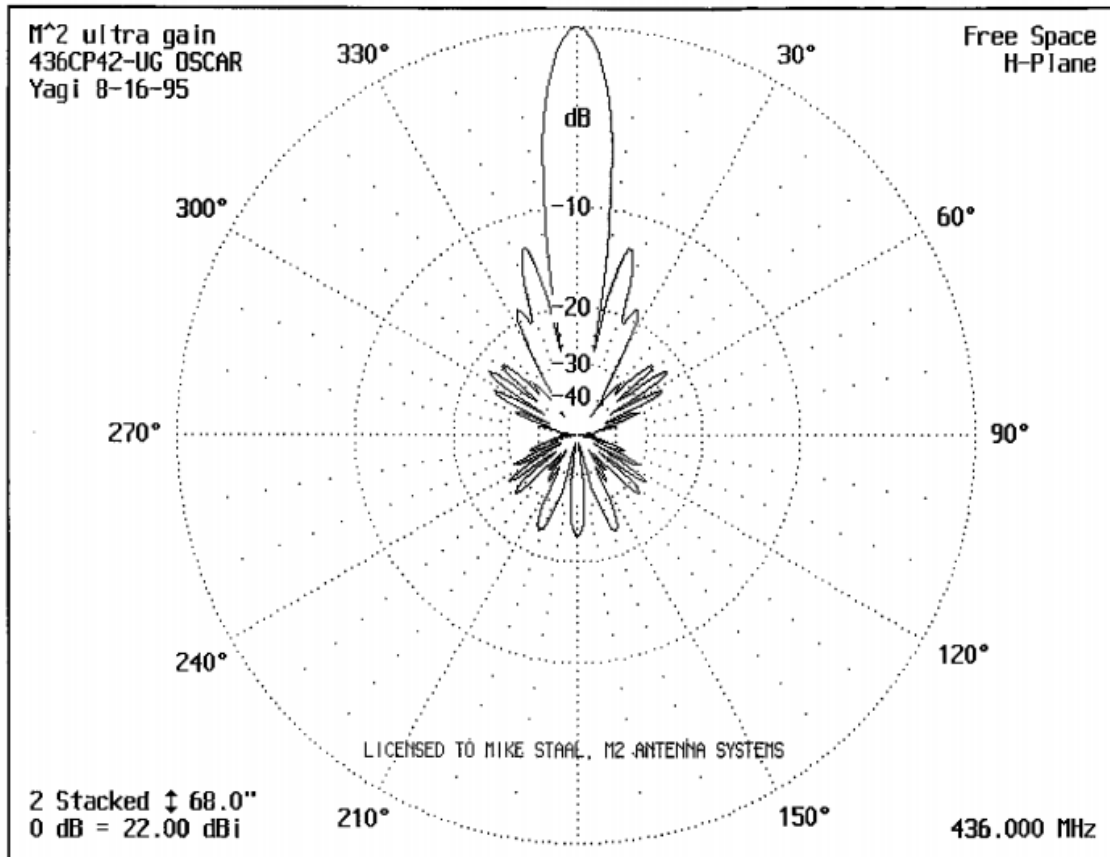


Figure 9 Antenna Pattern Example of Yagi Antenna for Ground Station

## 8.2 Operation Plan

The lean satellite is made using non-space-qualified commercial-off-the-shelf (COTS) products that are not guaranteed to function in space, and testing conducted prior to launch is limited. Accordingly, unexpected problems in orbit cannot be avoided, which may frequently result in complete failure shortly after the start of operation. Accordingly, the following should be implemented.

- a) Check the functions that are essentially required for the survival of the satellite, such as the battery and solar panels.
- b) The uplink and downlink lines should be established and an Integrated Test (In Japan, the examination by the radio authority to check the communication is established or not after the satellite launch is called “Integration Test”. In different countries, different term may be used for the final exam before issuance of the full radio license.) should be conducted to obtain an official radio station license.



c) The mission to realize the minimum success criteria should be performed as early as possible. This should be preferably done within one week from release of the satellite in orbit. In the case of the first satellite, members will be occupied in decoding the CW Morse code and analyzing the basic housekeeping data sent from the satellite with excitement. You should, however, proceed to execute the mission as soon as possible. There have been many satellites **where communication was lost while the team was busy analyzing the received CW Morse code**. The reason the acquisition of a regular radio station license needs to be hurried is because the **public release of the satellite mission's results is restricted if you have only a preliminary license**, as operation of the satellite immediately after release in orbit is made with the preliminary license.

### 8.3 Handling Anomaly and Failures

As explained in 8.2, communication may be interrupted at any moment in the case of a lean satellite. But you should **never give up** in such a case. There is the example of a satellite that recovered after two years without communication. It is important to maintain motivation within the team to realize such success, and what is most important is the **positive attitude of the professor (principal investigator)**. All the team members should bear in mind the importance of identifying the cause, even if the satellite fails completely, to reflect the lessons learned from such investigation on the second and subsequent satellite projects. In the case of a satellite where the second satellite succeeded after the failure of the first satellite, this was achieved through a thorough investigation of the cause of failure in the first one, and the results were reflected in the design of the second one. **You cannot be successful only by chance**. When the main mission becomes impossible to accomplish while communication is still maintained, it is important to continue acquiring operation data in orbit from the surviving satellite, because lessons learned in operation from such data can be reflected in the design of the subsequent satellites.

It is recommended to perform the FTA along the flow of communication when a failure (including communication interruption) occurs. It is recommended **to investigate whether a problem occurs within respective blocks or at the interface of blocks along the information flow from the ground station ⇒ satellite ⇒ ground station** shown in Figure 10 in performing FTA. Whether a problem is in the ground station can be easily checked using the flight spare and the ground station equipment. A problem in the satellite is investigated by screening the candidate causes of the failure by analyzing the events caused by a failure (only events actually observed should be listed, along with the frequency of failure occurrences, their timing, the particulars of the location they occurred, etc.), analyzing the telemetry data from the satellite (investigate the command history and the actions of the satellite, identify sound data and unsound data, and investigate data trends), and replicating the experiment using the flight spare, etc. Important information in FTA is provided by the source code of the final flight software, the design documents of the satellite and flight spare, etc. but the members who actually engaged in the development are most helpful. A defect that occurred in orbit is not always unrecoverable, but recovery may be possible by working out an alternative plan in operation. To make such recovery possible, the operation team should understand the design of the satellite. It is strongly desired that a **project schedule is established so that members engaged in the development remain in the team during satellite operation**. It is strongly recommended to make the flight spare because it plays quite

an important role to formulate the actions when a problem occurs in operation and is available when a replacement part becomes urgently necessary due to a mistake that occurred in constructing the FM. The EM may be used as the flight spare.

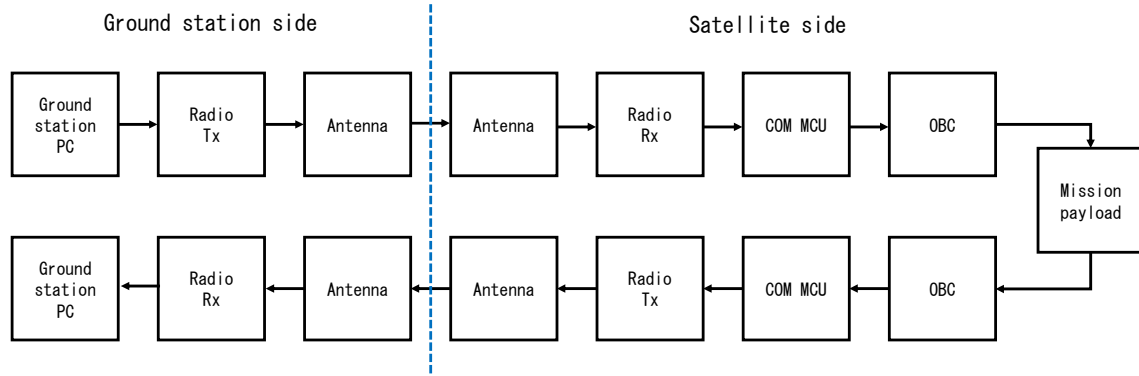


Figure 10 Information Flow Ground Station ⇒ Satellite ⇒ Ground Station

## 9. After Satellite Operation

### 9.1 Lessons Learned

Lessons learned are the essential factor in the practical application of the experience and knowledge obtained in the satellite project in subsequent satellite projects or activities in the real world. There are two opportunities to summarize the lessons learned. When the satellite is delivered and when the satellite operation is finished. The lessons learned should be summarized before graduation of the core members when the operation expands for a long time like two or three years. It is recommended that the responsible professor (principal investigator) should record what has been noticed in a notebook while the project is ongoing. No definite method is prescribed in summarizing the lessons learned, but the most important thing is to create an atmosphere where the members participated the project can discuss freely and openly. The importance of the lessons learned exists when they are effectively utilized, **the responsible professor (principal investigator) should refer to the lessons learned of the past project when the situation requires.**

### 9.2 Recording, Reporting and Publication of Results

**The progress and records of the entire project including operation of the satellite and the management should be summarized and documented** in addition to the design and test results of the satellite. Such documentation will provide valuable guidance and will be used as a reference by students participating in subsequent projects. Documentation should be prepared by the project manager or responsible professor overseeing the entire project, but motivation is necessary to promote the writing of such document. Giving a presentation in the space technology conference such as Nanosatellite Symposium and other conferences such as UNISEC Space Takumi Conference will be good opportunities.

The variety of cooperation and assistance was obtained from outside organizations or persons during the progress of the satellite project. For such organizations and persons, reporting of what is obtained by the project is the best reward. Accordingly, when the summary of the project becomes available to some extent, it is recommended to hold a reporting session to such organizations and persons. The materials used for presentation in such sessions can be conveniently used later as a record of the project. The results of the satellite's mission should be published to a variety of audiences by papers, etc., and not limited to sharing among a limited numbers of persons related to the project. The purpose of the university-built satellite is enhancement of human resource and progress in science and technology. In the case of a satellite intended for technology demonstration or scientific observation, **its results should be ultimately returned to society by publishing the results.** Even in the case of a satellite intended for the education of students, what educational results can be obtained by the satellite project should be made public so that other universities can use it as a reference, considering the nature of the lean satellite as the method of education. Publication of such scientific or educational results should not be restricted to publication as a peer reviewed papers in journals. Needless to say though, publication as a peer reviewed article in a journal is desirable for the responsible professor or student (doctoral student in particular) when their academic career is considered.

### 9.3 Sharing of Knowhow

For the success of the lean satellite mission, the correct functioning of the satellite

bus supporting the mission is essential. There were so many failures of the mission caused by failure of the satellite bus. To achieve an advanced mission, advanced bus technology is required but it does not mean that all the bus equipment needs to be newly developed. For the satellite bus that has a sufficient record of operation in orbit, it is desired to use **reliable and proven technology**, sharing the data, knowhow, and software in the community. For sharing of knowhow, the knowhow needs to be remade to a form that can be shared. It is this work that takes time. Because it is difficult to construct a platform for information sharing all at once, it is desirable to begin with **the extent possible**. The in-orbit data (temperature etc.), the record of defects that occurred in orbit, the list of the parts installed, etc. are considered as high demand, so the willingness to share such data with other projects is desired.

## 10. Sustainability of University built Satellite Program

### 10.1 Viewpoint as a Program

The approach to improve the satellite bus and mission equipment as a series of programs rather than as an individual satellite project is important. To achieve excellent results as the satellite program consistently, building up the lessons, knowledge, and knowhow obtained and in what form should be fully considered. There is no definite answer in the case of the university-built satellite, depending on the conditions of individual university, professors, etc. but it is desirable that persons with actual experience of the project process continue to serve in subsequent projects, in addition to recording the lessons in documentation. This does not apply to the students due to graduation in the case of the university-built satellite. The lessons should be inherited by the professors and staff. Even in the case of staff, there are issues to be considered such as the funding to continue employment, tenure according to the university rules, or career advancement as a researcher in the case of a postdoctoral fellow. When the lessons are inherited by the professor, **it is necessary that such professor continues to engage in satellite projects as a program director.**

As an alternative method by which the lessons are inherited by a group of students, it is possible that senior students convey lessons to junior students based on the results of operation in preceding projects by overlapping multiple satellite projects for respective grades that are advanced simultaneously. This is a method **to retain experience as collective intelligence.** However, this method will require day-to-day management of funding and the professors are required to make every effort to acquire the necessary funds.

To construct a sustainable system to inherit lessons will be difficult in an organization where only the students are directly assigned to a responsible professor, because such organization will impose excessive burden to the professor. The organization where the postdoctoral students and assistant professors support the project as middle echelon members is desired, but **a system where junior researchers can build up their academic career** is required. When the technology is fully grown after experiencing a number of orbital operations, an approach whereby the results of the projects are returned to society is desired by transferring the design and knowhow to enterprise, such as by making them available as opensource.

### 10.2 Strengthening the Research Base in University

The university is “an aggregate of private businesses” in nature. The university-built satellite projects are run as a laboratory project of the responsible professor in many cases. **To make the satellite project continue as a research program and steadily obtain outcome, support from the university management is required.** But support from the university will require a return to the university. For that reason, the professors may be asked by the university to do work what they do not want to do or are not proficient in. If you do not want to do such work, the idea to make the university a project sponsor should be abandoned and enterprise(s) outside the university as a sponsor should be sought.

When support from the university is sought, the university-built satellite can be used as the item to draw the attention of candidates, but when the value of the project is limited to such effect, support from the university will be limited. The effectiveness toward education, research activities of the university, or both must be demonstrated. This is relatively easy for educational activities. In recent education provided by

faculty of engineering, the design capability and incorporation of Project Based Learning (PBL) are required as prompted by JABEE. (Note: This is the case of Japan. JABEE stands for Japan Accreditation Board for Engineering Education.) In a bachelor course of education, learning from a wide perspective is required in addition to learning by specializing in specific fields. Particularly, in the department related to space engineering, systems engineering is one of the most important subjects, and practical training in addition to learning by lecture is required. The satellite project is the subject best fit for such purpose, and it will not be difficult to award credits to a student who participates in the satellite project. When the satellite project is included in the curriculum, support from the university will be obtained continuously. But it should be noted that the amount of funding granted by the university will not be large enough. Support from the university should be considered as a chance from which a satellite project can grow out from the personal project of the professors.

When you consider more widely expanding the satellite project in the university, coordination between professors' laboratories cannot be avoided. It is one step forward from **the project of Professor XX to the project of Professors XX, YY, and so on.** Coordination between professors' laboratories is expected to have positive effects such as diversification of team members, increase in expertise within the team owing to the increased number of professors, diversification of the satellite mission (this is remarkable when coordination is established between professors in science and engineering), the increase of chances to obtain funding from outside, etc. There is also the associated risk that may arise of possible inconsistency between the students when the students become aware of the walls existing between different laboratories. To solve such problem, daily cooperation between professors is necessary. With respect to cooperation between laboratories, this is true not only with professors in space sciences (installation of scientific observation equipment, etc.), but should also be considered in use of the data from the satellite. In particular, as a pilot project using the team's own satellite in the fields of IoT and AI may draw the attention of professors who are interested in data analysis but may not be interested in building a satellite, active cooperation may become possible.

### 10.3 Funding of Project

Even if the research base in the university is established, it is very rare that funding sufficient to continue the making and launch of the satellites is provided by the university. The team needs to acquire the funds necessary to continue such program, but such funding should be **achieved by the efforts of individual professors.** It is recommended that a funding plan have adequate allowance because expenses will easily increase due to factors that cannot be estimated at the start of the project (repair of purchased parts, purchase of additional parts, etc.). As continuity of the program cannot be guaranteed when the program relies only on KAKENHI (Grant-in-Aid for Scientific Research, a competitive government research funding aimed at mostly university professors) or other competitive research funding from the Government, it is important to acquire multiple funding sources. While adequate funding should be acquired, the design of the satellite bus should be a type that can be purchased at low cost.

### 10.4 Cooperation with Outside Organizations

Cooperation with outside organizations or persons is essential for continuing the

construction of satellites as a program. It is important to maintain good relationships with companies who supply key components. Needless to say, the project team should also have a good relationship with the community of amateur radio operators and JAXA.

Cooperation with other universities and outside research institutes, as well as cooperation with other laboratories in your university, brings many benefits when you want to expand the program. **Cooperation with organizations outside Japan is especially beneficial because students can experience international projects.** You will be able to learn matters such as finding out the needs of satellite use in other countries in planning the satellite mission. Physical distance and difference in time may become a problem in cooperation with foreign organizations, but simultaneous development of the satellite bus in your country and development of the mission payload outside your country, with such payload being assembled in the satellite bus in your country for delivery of the satellite will be possible when the interface between the satellite bus and the mission payload is clearly defined, and such project has actually been made. In a cooperative project with an foreign organization, the requirement for paperwork under the Security Export Control (different terms may be used in different countries) must be confirmed, and when publicly known technology (information available in open source) is not used, very careful checking is required. Nowadays, many universities have a department that specially handles the security export control matters, and contact with such department in advance is strongly recommended.

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