The MSUii Program Function Breakdown Structure (FBS) is an overview of program executables organized by intended outcomes and benefits of the program rather than by functional areas. The following notations explain each of the numbered items on the FBS, cross-referencing related items.

1. Improved Student Experience is one of two primary goals of MSUii.

2. Increased Operational Efficiency is one of two primary goals of MSUii.

3. Implementing a methodology for continuous coordinated improvement is a success criterion of MSUii. Technically not a goal, but without it the program will not be considered successful so it functions in much the same way.

4. Phase I Early Wins:
   a. Functional area teams identify obvious improvements at relatively low cost, i.e. time and effort (9).
   b. Early Wins are implemented without approval beyond the team lead level and without prioritization.
   c. The PM team researches program management methodology (10) to inform development in Phase II (14).

5. Phase II Preparation:
   a. The PM team gathers student (11) and operational (12) perspective to inform strategic prioritization (15) of the functional area projects.
   b. The functional area teams conduct cost/benefit analyses on their project proposals and prioritize them within their functional area (13).
   c. The PM team develops the classification and prioritization methodology based on researched best practices, adapted to MSU’s environment, and vets it for approval (14).

6. Phase III Initial Prioritization:
   a. Prepared Recommendations from the functional area teams are submitted for the first wave of prioritizations.
   b. The Oversight Committee uses the approval prioritization methodology to determine order of priority and funding for approved recommendations. (15)
   c. The PM team develops methodology for multi-project planning (16).
   d. Project plans are developed to execute on the approved and funded recommendations (17).
   e. The PM team develops program monitoring methodology (18) to inform Phase IV, including intake gates for new submissions of prepared project requests.
7. Phase IV Value Management:
   a. Functional area teams and IT operations execute project plans of approved and funded recommendations (19) to ensure maximum value of the program.
   b. The PM team monitors project execution to deliver results on time and on budget (20).
   c. The functional area teams continue to assess, analyze, develop, and recommend improvement projects for consideration (21).
   d. The PM team utilizes the program monitoring methodology (18) to intake new project recommendations on a regular basis, incorporating them into the prioritization queue (20).
   e. The PM team develops the methodology to be used for ultimate transfer of project results into ongoing operations (22).

8. Phase V Transfer:
   a. The PM team closes the projects and transfers responsibility for the project results into standard operating procedures (23).

9. Process Early Wins: Functional area teams identify and implement obvious improvements at low cost, i.e. time and effort, without prioritization.

10. Research methodology: The PM team researches industry best practices in program management classification and prioritization methodologies for use in Phase II (5).

11. Identify student pain points: A sub-team of the PM team works with student and parent representatives to identify pain points from the student point of view, to inform prioritization of project recommendations. Without this information, we would risk missing significant problem areas that either span across functional areas or fall between them.

12. Identify operational pain points: A sub-team of the PM team works with IT operations and other operational areas as appropriate to identify pain points that are high cost to operations, to inform prioritization of project recommendations. Without this information, we would risk missing significant problem areas that either span across functional areas or fall between them.

13. Prioritize functional pain points: While the PM teams are gathering institutional perspective the functional area teams develop the cost/benefit analysis of their projects, to prioritize the recommendations from their team, and to prepare submissions for institutional prioritization.

14. Develop project prioritization: The PM team develops the researched classification and prioritization methodology (10) into an MSU-adapted model and vets it for approval with team leads, executives, and the Oversight Committee for use at the prioritization decision point (15).

15. Prioritize institutional recommendations: Applying the prioritization model (14), the Oversight Committee selects and prioritizes submitted recommendations for funding and implementation. Prioritization informs the draft multi-project plans (17), which may in turn adjust institutional prioritization when resource conflicts and schedule impacts are identified.
16. Develop project planning methodology: The PM team develops a methodology for developing and managing multiple project plans, including software and procedures, for use in planning funded improvements (17).

17. Plan initial funded improvements: Initial project recommendations that have been selected, prioritized, and funded by the Oversight Committee are planned using the planning methodology (16) to estimate timelines. Multi-project planning may adjust the prioritization of the recommendations (15) when resource conflicts and schedule impacts are identified. Subsequent project requests and recommendations are processed in ongoing prioritization and planning cycles (21) in Phase IV (7).

18. Develop value management methodology: The PM team develops a methodology based on researched best practices (10) for managing program value to maximize results of intended benefits and to manage change, for use in Phase IV (7).

19. Implement funded improvements: Functional areas and IT operations execute the project plans to implement funded recommendations from the initial prioritization (15) in Phase III (6) and the ongoing prioritization and planning cycles (21) in Phase IV (7).

20. Ongoing prioritization and planning cycles: The PM team applies the value management methodology (18) to intake new project requests and recommendations from the functional area teams and the institution as a whole at regularly recurring scheduled gateways.

21. Manage value and benefits: The PM team applies the value management methodology (18) to monitor overall value of the program and ensure delivery of intended benefits including the oversight of project execution. Low priority and unfunded recommendations are monitored for changes in priority or funding opportunities and potential incorporation into the program.

22. Develop transfer methodology: The PM team develops a methodology for transferring responsibility for project results into standard operating procedures, for use in Phase V (8).

23. Transfer results to operations: The PM team applies the transfer methodology (22) and works with the functional areas to close projects and transfer responsibility for their results into standard operating procedures.

24. Program Management and Communications: Throughout the program, the PM team supports and guides the functional area teams with project management best practices:
   a. To ensure consistency in process, progress, reporting, and communications.
   b. To ensure the intended outcomes of the program.
   c. To manage and maximize value of results and resources.

25. Develop platforms: During Phase I (4) the PM team develops the supporting platforms for collaboration, communication, reporting, progress, process, and program results.
26. Report and communicate: During Phases II-V (5, 6, 7, 8) the PM team reports progress and results to the executives and the Oversight Committee and communicates with program stakeholders.