

2018-10-19 Call Note - EA Practice Profiles and Maturity Reviews

Agenda

1. Roll Call (by timezone - East to West)
2. Scribe Shout-out - It's easy to scribe: [How To Scribe Itana Calls Guide](#)
3. Agenda Bash
4. **Topic: EA Practice Profiles and Maturity Reviews**
5. Itana Org Updates
 - a. Working Group Updates
 - i. API Working Group
 - ii. Business Architecture Working Group
 - iii. EA Maturity Model
 - b. Steering Committee Update

Full program on the [2017-2018 Itana Program](#) page. All calls are listed on the [Events](#) page.

Attendees

[blocked URL](#)

Announcements - Itana News, Working Group Report out

EA Maturity Model

Links to materials:

[EAMM-edu on the Itana Wiki](#)
[EA Maturity Model for Higher Education - Itana Call Report Out](#)

ITANA Call 10/19/2018

[blocked URL](#)

Precursor to ITANA Meetup at Educause

Enterprise Architecture Maturity Model for Higher Education (Louis King, Yale)

Working Group

[blocked URL](#)

Goal is to provide a structured framework for growing in EA maturity.

Scope Agnostic.

Leading Scenarios

1. Leaders in central IT have heard about Enterprise Architecture as a discipline and are interested in establishing an EA practice
2. Project managers in central IT would like help from EA in improving solution architectures delivered by their projects, to make their projects more technically sustainable.
3. The CIO would like the EA practice to help central IT become more aligned with strategic business outcomes, making the IT spend more effective for the institution and increasing transparency and trust.

Start by Defining Your EA Practice Scope

Yale University EA Scope

1. Application, data, and technology architecture of enterprise services
2. Architectural governance of solution architecture in ITS
3. Digital transformation in a few functional areas of the University.

Yale University EA Practice Profile	
Created by Louis E King (yale.edu), last modified on Oct 12, 2016	
EA Practice at a Glance	
Year formed	2014 Initially, Reorganized in 2017
Submitted by	Louis King, Enterprise Architect (@Louis E King (yale.edu))
EA team is located in	Information Technology Services Infrastructure Design Services
Roles on EA team	Director, Enterprise Architect, Senior Solution Architect
Narrative	The Enterprise Architecture and Design Services capability focuses primarily on the application, data, and technology architecture of enterprise services, architectural governance of solution architecture, and digital transformation in a few areas that the team has deep expertise in the business functions of the University.
Maturity	<ul style="list-style-type: none"> • Scope definition - 2 • Engagement - 2 • Impact assessment - 2 • Delivery - 2 • Management - 3

[Yale University EA Practice Profile](#)

Example: Strategy on a Page

The sample strategy on a page at right summarizes scope for an imaginary EA practice:

- > **What:** This practice is focused on IT infrastructure and services (see green highlights at right)
- > **Where:** This practice is going to deliver outcomes in central IT and with central administration (see orange highlights at right)
- > **How:** This practice is going to do certain work such as systems analysis and business capability mapping (see purple highlights at right)

Having determined this scope, the EA practice can now review its ability to, for example, engage with stakeholders in the identified organizations, or create the stated deliverables.

Strategy statement: To enable the university to make best use of its IT spend, we work to rationalize IT infrastructure and align IT services with business needs.		
Vision: Sustainable, highly optimized IT infrastructure supports IT services that directly enable the university's strategy.		
Drivers	Initiatives	Outcomes
IT budget cuts drive need to reduce costs by eliminating redundant platforms.	Work with service teams in central IT to analyze platforms and roadmap EOL for redundant platforms	Central IT applications consolidated from X to Y platforms, resulting in Z cost savings.
IT governance needs better ways to understand IT services for investment decision-making.	Work with business units in central administration to define business capabilities	All applicable IT services mapped to administrative business capabilities, enabling those units to participate better in IT governance.

JJ Du Chateau: important to understand what realms your EA practice impact is important. Is it just in scope of IT, or does it encompass Business Architecture?

Sanjay Boolani: Who gives buy-in for this kind of strategy?

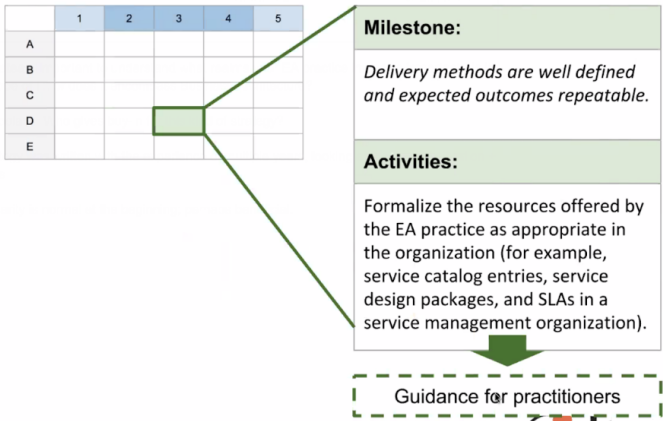
UW: Strategy was written with the experience of multiple years, looking at the current situation + next steps.

Lack of clarity is normal at the beginning; perhaps beneficial.

Milestones and Activities

Each cell in the maturity model contains a Milestone representing the state of the EA practice in a Maturity Attribute at each Maturity Level.

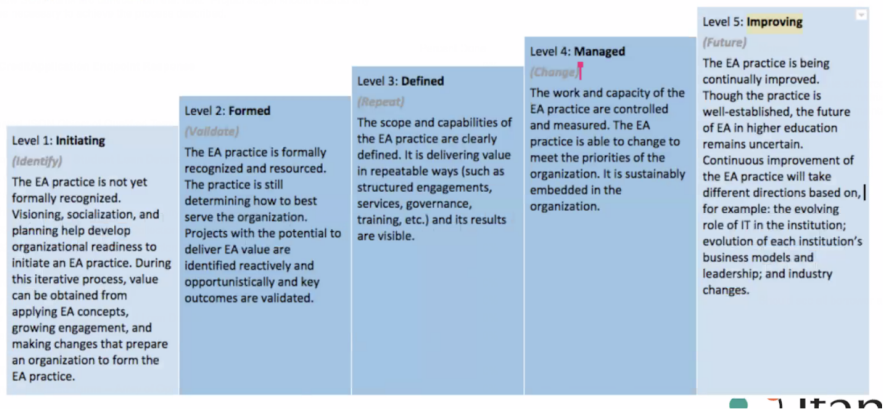
In addition, the maturity model suggests Activities that an EA practice could/should be carrying out to achieve the Milestone.



Light blue indicates that Levels 1 and 5 may not be to scale and may be much longer depending on institutional conditions and history.

Maturity Levels

Table 2: Definitions of Levels



Does "formally recognized" necessitate that architecture is on the org chart? Who should do the formal recognizing, anyway? Yale has a somewhat "federated" group that is distributed. It is "formal" but perhaps not "defined." It is not communicated widely as Enterprise Architecture. So Yale does not define themselves as Level 3.

Within a practice, there is a matrix for multiple attributes within the practice. Each row represents a different attribute:

Maturity Attributes

	1	2	3	4	5
A					
B					
C					
D					
E					

- A. The **Scope Definition** attribute describes how the scope of the EA practice is defined and evolved.
- B. The **Engagement** attribute describes how the EA practice engages stakeholders based on its Scope.
- C. The **Impact Assessment** attribute describes how the EA practice measures its performance within its Scope.
- D. The **Delivery** attribute describes the means by which the EA practice delivers value.
- E. The **Management** attribute describes how the EA practice manages itself.

Examples of maturity at each level:

Maturity Model on a Page

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	Level 1 Initiating (Identify)	Level 2 Formed (Validate)	Level 3 Defined (Regulate)	Level 4 Managed (Commit)	Level 5 Improving (Future)
Attribute A Scope Definition	The initial scope consists of identified opportunities with potential to realize the value proposition.	The initial scope is validated through key engagements and optimized to best realize the value proposition.	The scope is clearly defined and the value proposition widely understood.	The scope is regularly evaluated and processes to implement changes are in place.	Investment is regularly made in validating new opportunities to expand scope.
Attribute B Engagement	Key stakeholders, ready to explore and support EA capabilities, are identified and relationships with them are established.	Engagements strengthen existing stakeholder relationships and form new professional relationships.	Key stakeholders value and advance EA within the organization. A network of professionals engaged in EA activities forms.	EA practitioners are welcomed and integral to the processes of stakeholder organizations.	The EA practice is a trusted business partner to its key stakeholders.
Attribute C Impact Assessment	The organizational context is assessed and potential measures of the value proposition are identified.	Outcomes of key engagements are measured against the value proposition using qualitative assessment methods.	Outcomes are measured against the value proposition using established assessment methods and defined metrics.	Cost benefit is optimized using assessment data and operational costs.	New and alternative measures are explored, evaluated and adopted to improve assessment accuracy.
Attribute D Delivery	Potential methods are identified to deliver the value proposition within the defined scope.	Delivery methods are validated through key engagements and refined to improve outcomes.	Delivery methods are well defined and expected outcomes repeatable.	Delivery methods are regularly evaluated and processes are in place to implement improvements.	New and alternative delivery methods are explored and evaluated.
Attribute E Management	The vision, business case and initial organizational structure for the EA practice is identified.	The EA capability is approved by the organization. EA resources are identified and charged. Progress towards the value proposition is tracked and reported to stakeholders.	The EA program has a clear and measured value proposition. Proper financial and staffing resources are available. The program is embedded within the organizational structure of the organization.	The EA practice has processes in place to regularly evaluate its value proposition and to adjust to opportunities and constraints.	The EA practice engages in strategic thinking and long-term planning.

This should guide your self-assessment for each attribute (current future).

Jim: If you want to contribute your own assessment, you have a couple of ways to do so: You can create a document and send it to the Itana Steering Committee or you can create it directly in the wiki (preferred). Follow the Site Contributor Guide to edit the wiki: <https://spaces.at.internet2.edu/display/itana/Site+Contributor+Guide>

EA Maturity Model Home

Quick Start includes a template for self-assessment

How does this compare to Gartner's maturity model or similar?

- working group compared 7-8 models and simplified
- didn't prescribe specific scope areas
- considered bolting on HE specifics to an amalgam of existing models
 - this approach made more sense and it gives a framework for creating a roadmap to increase maturity
- gartner model was one of the more open-ended models
 - this HE model doesn't specifically prescribe governance, whereas gartner does

Each attribute has its own maturity ladder and clear steps between them

At Yale, creating this kind of narrative helped drive thinking around the current level of maturity.

Pages / ... / EA Practice Profiles

Yale University EA Practice Profile

Created by Louis E King (yale.edu), last modified about 2 hours ago

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Related links

[Technology Architecture Committee](#)

What is your name and title?

Louis King, Enterprise Architect
Andrew Newman, Director-Design Services

• How did your architecture practice get started?

Yale's CIO established the inaugural position of Chief Technology Officer (CTO) in 2013. The Office of the CTO was established one year later, in 2014. The Office was charged to lead architectural governance and technology strategy development within Information Technology Services (ITS) and where possible, across the University. Staffed with three, full-time, enterprise architects the office focused on strategy development, architecture reviews, technology roadmap development, portfolio lifecycle management, and architecture consultation. In response to budgetary pressures on ITS the size of the office was reduced in subsequent years and upon the departure of the CTO, the remaining capability was moved to the Infrastructure Design Services team. It currently operates there and works closely with a newly established Technology Architecture Standards Team that together will recommend future directions.

• What is the focus of your practice – e.g., enterprise, business, technical, solution, data architecture?

The Enterprise Architecture and Design Services capability focuses primarily on the application, data, and technology architecture of enterprise

Yale has identified specific areas where it wants to move up a level.

Where does the architecture org go after completing the assessment and defining focus? Yale arch group has a new charge from the CIO around (...) that gives them expanded scope and a clear path to report back to senior leadership on a regular basis.

Any relationships established outside of the IT organization?

- primary is with one of the colleges, which includes libraries and museums. they are looking at digital transformation
- finance is another area where there is outreach.
- IT is looking to improve trust -- that needs to build before EA can expand its influence.

Intersection with agile practices

- not necessarily prescribed by architecture, but future discussions could be had around this

UW: This process is great for helping an architecture team understand where they really stand and what needs to improve. It helps guide decisions by pinning them to maturity goals.

Within the EA team there may be initial disagreement. Coming to consensus is really helpful to present a unified architecture picture.

What about having people outside EA do the assessment?