

2023-02-03 Getting Started as an Architect

Logistics

- Friday 3rd February 2023
- Presenters / Facilitators
 - Jim Phelps, University of Washington
 - Louis King, Yale
 - jeff kennedy - University of Auckland
 - Dana Miller, University of Texas at Arlington
 - Daniel Poole - Newcastle University
 - Rupert Berk - University of Washington
 - Henry Pruitt/Marc Ulan - NYU
- Poll / Survey
 - Itana members were asked to respond to [this Google Forms poll](#) ahead of the meeting
- Slides
 - [Google Slides](#) presentation includes detailed information about responses to the poll noted above.

Agenda

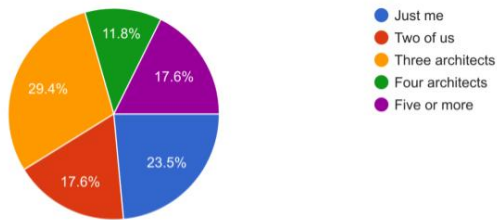
Main Topic - Getting Started as an Architect (Jim Phelps)

1. Louis King, Yale
2. jeff kennedy - University of Auckland
3. Dana Miller, University of Texas at Arlington
4. Daniel Poole - Newcastle University
5. Rupert Berk - University of Washington
6. Henry Pruitt/Marc Ulan - NYU
7. Panel Discussion / Q and A

Most are in Teams of 1 or 2 (or 3) architects

How big is your EA Team

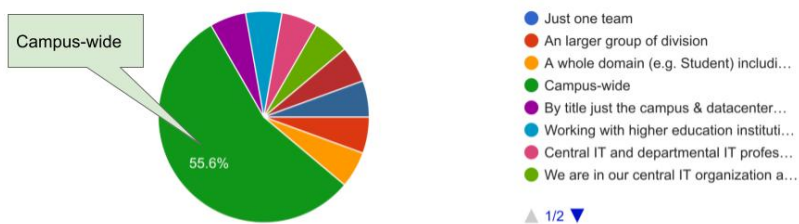
17 responses



Most have scope that is campus-wide

What is the breadth of your focus / scope of work

18 responses



Jim - More than half of EA teams consisted of 1 person, yet they had a campus-wide scope

Yale University *Evolution of EA@Yale*

1. How did you get started?
 - a. CTO consultant to the CIO
 - b. Launched with three EAs
 - c. Architecture Review Board
 - d. Architecture Portfolio Management
 - e. IT solution architecture consultation
2. What was most challenging?
 - a. Getting a toe-hold
 - b. APM was a bust. Lacked organizational maturity/ownership.
3. What did you find most helpful?
 - a. The CTO anchored the group and drove the value proposition
 - b. Excellent relationship with architects across IT & IT partners
 - c. Cross University relationships drove DX opportunities
4. What else would you tell someone just starting out as an architect?





How did you get started?

- Went to university to become a polymer chemist and ended up doing experimental psychology and an MSc in psychoacoustics and the experimental analysis of behavior and half a PhD
- Quit studying, and took an administrative job with a Student information system
- That initial job led to me progressing into other things, including roles as Systems Analyst, Information Specialist, Integration Architect, and Enterprise Architect
- Took 5 years break to start my own practice

What was most challenging?

- People - most challenging part
- A toxic work culture where people wanted to be right but not focus on good of the community (almost 20 years back)

What did you find most helpful?

- Community! CAUDIT and Itana and other peer and community groups are the most valuable
- Curiosity

Dana Miller | The University of Texas at Arlington UTA

1. How did you get started?

- a. Hired as the 1st UTA Business Architect in September 2022 in the Office of the CIO (OCIO) which started in 2013
 - i. The OCIO has been an incubator of capabilities such as:
 1. Governance, Vendor Management, Business Process Improvement, Communications, Demand Management, Portfolio Management, Performance Management
 2. **Business Architecture***
 3. **Business Relationship Management***
 4. **Collaborative Enterprise Architecture***

*In development



Dana Miller | The University of Texas at Arlington

2. What was most challenging?
 - Working with IT leadership not familiar with architecture principles
 - Developing simple training modules in Canvas to help out
 - Similar challenge will be encountered with the Business but just starting to interact
3. What did you find most helpful?
 - Engaged OCIO AVP who developed a base for the Business Architecture practice in the evenings and weekends over the past few years
 - Opening doors to university leaders
 - Access to 3rd party analysts to review start up plans (INFO-TECH & Gartner)
4. What else would you tell someone just starting out as an architect?
 - A good listener, curiosity, and persistence



Daniel Poole | The University of Newcastle

1. How did you get started?
2. What was most challenging?
 - Value
 - Priorities and influence
3. What did you find most helpful?
 - Collaboration and compromise
4. What else would you tell someone just starting out as an architect?
 - Stay curious, identify the real issue and say yes!



Rupert Berk | The University of Washington



1. How did you get started?
 - Prior to formal EA program:
 - > Participated in UW study group about EA (*EA as Strategy*, TOGAF)
 - > Ran early technical governance groups
 - After start of formal EA program (2014):
 - > Started and ran an architecture community
 - > Developed technology strategy and roadmaps: IAM, data integration, metadata management, monitoring, DevOps
2. What was most challenging?
 - Finding the most effective levers for people and initiatives
3. What did you find most helpful?
 - A mentor and a team of architects
 - A network of architects, both local and beyond
4. What else would you tell someone just starting out as an architect?
 - Build relationships at all levels of an organization
 - Model the current state to see future opportunities





1. How did you get started?
 - Grew up in project management, headed into portfolio leadership
 - Looked for opportunities to consolidate across initiatives and applications
 - Drew a holistic picture of a technical project and the ecosystem around it <<< architecture!
 - Started to work through [business] capabilities in this context too, and value was seen and architecture was born!
 - Folded in an application inventory and created new integrated views of the university that were useful and valued
2. What was most challenging?
 - How do systems, people, and processes work and fit together?
 - What is the story you are telling about why the work of enterprise architecture is valuable?
3. What did you find most helpful?
 - You'll always have a small core, so relationships are vital here (you cannot know everything, but you do know who to go to for help and knowledge), and this helps create insights and generate political capital.
4. What else would you tell someone just starting out as an architect?
 - You'll spend a lot of time talking and drawing pictures and forming relationships and connecting people and things with one another, seeking harmonious connections that are aligned with strategy and drivers.



There are additional slides in the deck that are not posted here and self explanatory.

Q&A

When you became an architect, how do you deal with the slow pace of change in university environment?

- Louis
 - Came from the central IT
 - When moved from strategy, what I thought can be accomplished in 3 years, took 10 years
 - Reset the expectation as it almost takes 3 times more effort to build consensus in the university environment
 - Work across different teams, building

How do you navigate the modality from doing everything by yourself to working with people?

- Rupert - Reset the measure of impact. It may not be a clear concrete thing. Have to be patient.
- Dana - It is nice to see Artifacts that I developed being used by others

Use project-based language

- Jeff - Architects could be more What stakeholders are looking for
 - Give the name of the project - resources, and roles
 - Deliver as part of the project and it gives a lot
- Henry - The project drives the need for change. Especially integration-related change. You can point people, and how the ripple effect can drive the change
- Jim - the project can drive the change
 - Current state/ future state/ fit gap analysis/ capability change.
 - The project language can drive more acceptance. Using the project to start the practice.
 - Louis - the campus is based on cost - The new projects will move to further the cause.
- Louis
 - Break down architecture in phases and spread it over-funded projects
 - That seems more concrete and deliverable

CIO buy-in

- It doesn't have to be CIO buy-in.
- Look for an anchor in any leaders.
- A senior business leader may have more leverage than an IT leader

What to do so that the changes you are making are sticky

- Henry - If you can create an artifact that is widely used will make a difference
- Jeff - The consistency of the use of the capability model
- Daniel -
- Louis -
 - Embedded architects in projects to make lasting change
 - Planning capability across the service team. A lot of rewards. Planning and continued collaboration are part of the culture
 - Embed improvements in the project/ processes of the large implementation.
- How do you get people to understand the value of EA practice
 - Number of artifacts being used
 - Henry -
 - Making things easier to do provides value.
 - For that, you may have to leave IT room and go to business room
 - Architecture thinking making connections amongst it strategy, drivers, and business process makes the point

- Jeff
 - Getting more business buy-in and less friction
- Daniel
 - Be a good storyteller,
 - People needing EAs in the room show the value
- Dana
 - Number of different projects where EAs are involved
- Rupert
 - A list of common problems can be solved by EA.
 - Creating the model in a future state
 - Creating a picture/view that people show it around on the campus has a lot of value

Attendance:

Sorry, didn't take a screenshot of the attendees