

# Evaluating & Maturing Your Architecture Practice

Itana Face2Face 2018

[EDUCAUSE Pre-Conference Session](#)

Meeting Room 406 - 8AM to 4PM

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# Facilitators for the day



Chris Eagle  
IT Strategist & EA, U-Mich  
Vice-Chair & CG Leader, Itana



Louis King  
Enterprise Architect, Yale  
Steering Committee, Itana



Jim Phelps  
Dir. of EA & Strategy, UW  
Chair, Itana

# About Itana (Itana.org)

ITANA

## Home

Created by Steve Olshansky, last modified by Piet Niederhausen on Sep 13, 2017

- Home**  
Our latest updates
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## Coming Up

### Fall Face2Face 2017 - October 31, 2017 in Philadelphia, PA

Join us for a full-day preconference session at EDUCAUSE Annual 2017. The **Itana Fall Face2Face** will focus on the shifting role of Enterprise and Business Architecture in the Digital Transformation.

Go to the **EDUCAUSE Registration** site to register for this event.

#### Next Conference Call

**NOTE: October 31 - Itana Face2Face at EDUCAUSE No Call November 3**

**Topic: Young Professionals Outreach**

**Day/Time** November 17, 2017 - 11AM PST, Noon Mountain, 1PM Central, 2PM Eastern (7PM GMT)

**Adobe Connect:** <http://confer.uw.edu/EA> -Audio is only on the phone, not Adobe.

**Dial-in number:** +1-734-615-7474 Access Code: 0165350

### Autumn 2017 Call Program

Date	Track	Session	Materials
Oct 6	n/a	2017-2018 Kick-off Call - Book Club, Working Groups, Face2Face 2017, Focus for the Year - Digital Transformation, DEI, IoT  Call for Practice Examples Facilitator: Jim Phelps	2017-10-06 Itana Call Minutes
Oct 20	EA Maturity Model	Report out on the Maturity Model and how we include it in the year ahead.	2017-10-20 Itana Call Minutes Presentation (Google) EA Maturity Model Working Doc (Google) EAMM.pdf

## Recent Activity

### Spring 2016 Face2Face Meeting

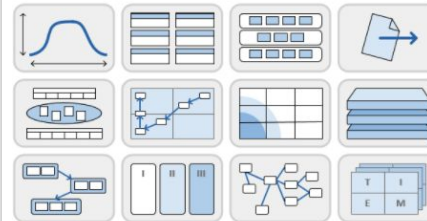
Face2Face Outcomes: [Architecture Leadership](#)



See the Spring Face2Face 2016 Notes for more on this F2F.

### Spring 2015 Face2Face Meeting

Face2Face Outcomes: [Architecture Methods](#)



See the Spring Face2Face 2015 Notes for more on how the participants worked together.

# Engage with Itana

*Bi-Weekly Calls*

*Annual Face2Face*

*Working Groups/Book Club*

*API - Ashish Pandit*

*EA Maturity Model - Louis King*

*Business Architecture - Dana Miller*

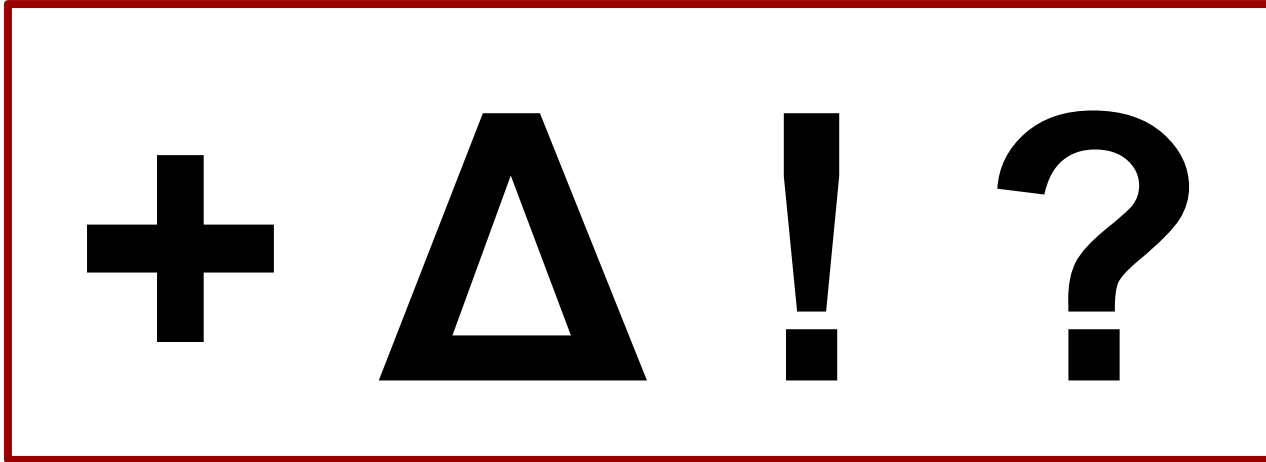
*Book Club - JJ DuChateau*

*Spring Face2Face Working Meeting*



**“I” Time**  
**1, 2, 4, all**  
**Shout-Out**

# Reflection: Important to learning



Time	Section	Who/Links
08:00 - 08:15 AM	<b>Intro Kick Off - Ice Breaker</b>	<b>Jim</b>
8:15 - 8:30 AM	<b>EA in Higher Education - the opportunities going forward</b>	<b>Jim</b>
08:30 - 09:15	<b>EA Maturity Model Attributes - how to think about them</b>	<b>Louis</b>
09:15 - 09:30	<b>Applying the EAMM at UW - Lessons Learned</b>	<b>Jim</b>
<b>09:30-09:45</b>	<b>BREAK</b>	
9:45 - 10:30	<b>Table Work - Apply the EAMM to your current state</b>	<b>Louis</b>
10:30 - 11:00	<b>Report Out - Maturity Ratings and how you got there</b>	<b>Chris</b>
11:00-11:30	<b>Maturity Milestone Discussion</b>	<b>Chris</b>
<b>11:30 am-12:30 PM</b>	<b>LUNCH</b>	



Time	Section	Who/Links
12:30-01:00	Future State - What would you like to mature & why	Louis
1:00-1:20	Maturity Over Time - the U Mich story	Chris
1:20 - 2:00	Shift and Share - Case Study	Chris
2:00 - 2:15	<b>BREAK</b>	
2:30 - 3:00	Report out - ideas for maturing / Recap of day	Chris
3:00 - 3:40	What are you going to do when you go home?	Chris
3:40 - 4:00	Itana Resources, Member Contributions, Wrap-Up +, Δ, !, ?	Chris

# Learning Outcomes:

**Recall** that there is an Itana EA Maturity Model (EAMM)

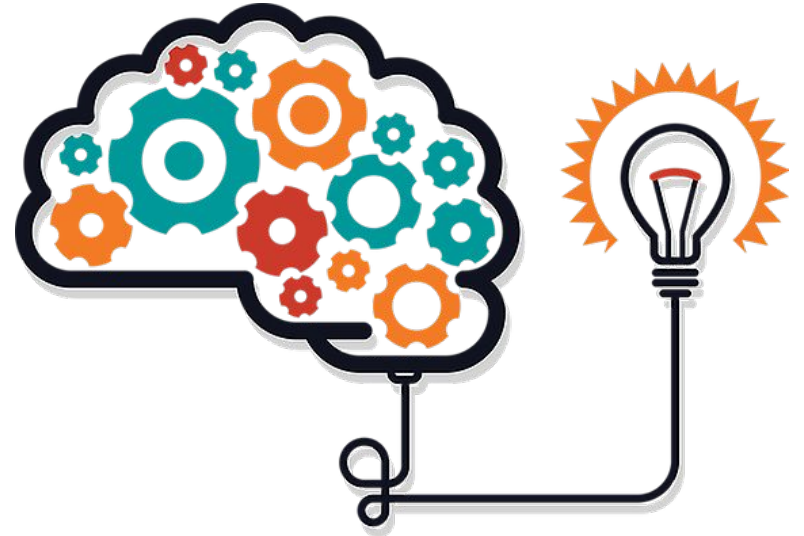
**Explain** how the EAMM is applied

**Interpret** the maturity assessments of different institutions

**Compare** different maturity levels at different institutions

**Create** your own Maturity Assessment

**Design** a plan to grow your maturity at your institution



# Icebreaker

1. **Count off:** 1, 2, 3, 4, 1, 2, 3, 4, 1, 2...
2. **Line Up:** 1s & 2s across from 3s & 4s
3. **Meet:** 1s go find someone across from you
4. **Inquire:** Learn something about each other

# What is EA in Higher Education

What do you think defines the practice of Enterprise Architecture in Higher Education?

Context: your institution or more broadly

Do you think this is changing?

What new opportunities are there?

**5 Minutes**

# Enterprise Architecture Maturity Model for Higher Education (**EAMM-edu**)

Louis King, Piet Niederhausen, J. J. DuChateau  
EA Maturity Model Working Group Leaders

# Shout Out to the Working Group

## > Working Group Members

- Ayodele Carter-Davis, George Washington University
- Brian Demeulle, University of California San Diego
- Greg Charest, Harvard University
- J. J. DuChateau, University of Wisconsin
- Jim Phelps, Washington University
- Jose Cedeño, Oregon State University
- Joseph Cheng, Portland Community College
- Louis King, Yale University
- Maher Shinouda, University of Waterloo
- Meenakshi Sharma, George Washington University
- Paul Erickson, University of Nebraska
- Piet Niederhausen, Washington University
- Raoul Sevier, Harvard University
- Robert Dein, Miami of Ohio
- Russell Connacher, Berkeley University

# Introducing the EAMM-edu

[EAMM-edu on the Itana Wiki](#)

- > The Itana Enterprise Architecture Maturity Model for Higher Education (EAMM) is a **guide to understanding, assessing, and maturing EA practices** specifically in higher education institutions.
- > It is **for practitioners** who wish **to assess and grow their EA practices** within a structured framework.
- > Also used to **facilitate EA conversations with leaders** who are considering initiating or expanding EA practices.

# Scope Agnostic

The focus of this maturity model is **not to prescribe what the scope of an EA practice should be**. We believe it is for leadership in each institution to define why an EA practice is needed, set expectations for it, and create the conditions for its success.”



# 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, 2018

#### 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**

- Scope definition - 2
- Engagement - 2
- Impact assessment - 2
- Delivery - 2
- Management - 3

[Yale University EA Practice Profile](#)

# Documenting Scope - Strategy-on-a-Page

## Documenting scope makes it possible to:

- > Further clarify scope with stakeholders
- > Widely communicate the mission of the EA practice
- > Gain feedback and buy-in

A good way to record scope is in the form of a **Strategy-On-A-Page** for the EA practice. A simple one-pager helps your own team and others understand why the EA practice exists, what is driving its work, and the outcomes it is working toward.

Here is a simple “strategy on a page” template:

**Strategy statement:** To enable \_\_\_ to \_\_\_, we provide \_\_\_.

**Vision:** *What is the future you envision as the result of your strategy?*

### Drivers

*What major factors in the environment drive and focus our work?*

### Initiatives

*What are you doing in response to your drivers to reach desired outcomes?*

### Outcomes

*What will be different as a result of your strategy? What business value will result?*

# 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.

# What is your scope?

Define the scope of Enterprise/Business/Technical Architecture at your Higher Education.

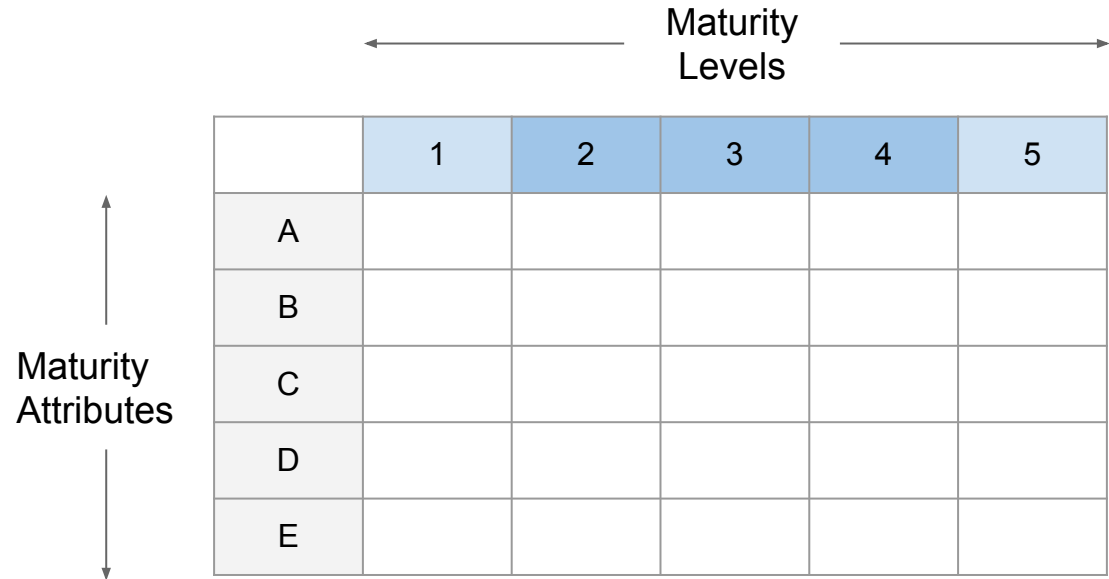
You have two different ways you can do this:

- > Scope statement or
- > Drivers, Initiatives, & Outcomes

**7 Minutes**

# Maturity Model Structure

The maturity model is organized into Maturity Levels and Maturity Attributes (illustrated at right).



The diagram illustrates the Maturity Model Structure as a grid. A horizontal double-headed arrow above the grid is labeled "Maturity Levels" and spans across five columns numbered 1 to 5. A vertical double-headed arrow to the left of the grid is labeled "Maturity Attributes" and spans across five rows labeled A to E. The grid cells are empty, representing the intersection of these levels and attributes.

	1	2	3	4	5
A					
B					
C					
D					
E					

# 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.

	1	2	3	4	5
A					
B					
C					
D					
E					

## Milestone:

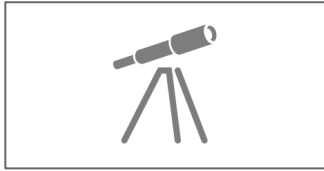
*Delivery methods are well defined and expected outcomes repeatable.*

## Activities:

Formalize the resources offered by the EA practice as appropriate in the organization (for example, service catalog entries, service design packages, and SLAs in a service management organization).

Guidance for practitioners

# Contents of the Maturity Model Draft



Executive  
Summary

	1	2	3	4	5
A					
B					
C					
D					
E					

Introduction to  
Maturity Levels

	1	2	3	4	5
A					
B					
C					
D					
E					

Introduction to  
Maturity  
Attributes

	1	2	3	4	5
A					
B					
C					
D					
E					

Maturity Model  
on a Page

Discussion of Maturity Attributes and Activities:

	1	2	3	4	5
A					
B					
C					
D					
E					

Attribute A:  
Scope Definition

	1	2	3	4	5
A					
B					
C					
D					
E					

Attribute B:  
Engagement

	1	2	3	4	5
A					
B					
C					
D					
E					

Attribute C:  
Impact  
Assessment

	1	2	3	4	5
A					
B					
C					
D					
E					

Attribute D:  
Delivery

	1	2	3	4	5
A					
B					
C					
D					
E					

Attribute E:  
Management



# Maturity Levels

Table 2: Definitions of Levels

	1	2	3	4	5
A					
B					
C					
D					
E					

## Level 1: Initiating

### *(Identify)*

The EA practice is not yet formally recognized. Visioning, socialization, and planning help develop organizational readiness to initiate an EA practice. During this iterative process, value can be obtained from applying EA concepts, growing engagement, and making changes that prepare an organization to form the EA practice.

## Level 2: Formed

### *(Validate)*

The EA practice is formally recognized and resourced. The practice is still determining how to best serve the organization. Projects with the potential to deliver EA value are identified reactively and opportunistically and key outcomes are validated.

## Level 3: Defined

### *(Repeat)*

The scope and capabilities of the EA practice are clearly defined. It is delivering value in repeatable ways (such as structured engagements, services, governance, training, etc.) and its results are visible.

## Level 4: Managed

### *(Change)*

The work and capacity of the EA practice are controlled and measured. The EA practice is able to change to meet the priorities of the organization. It is sustainably embedded in the organization.

## Level 5: Improving

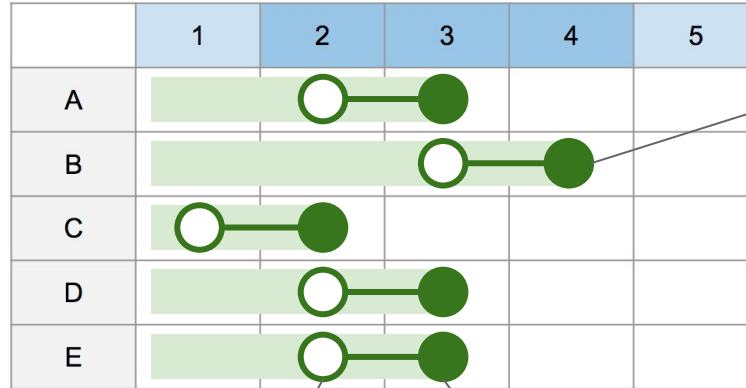
### *(Future)*

The EA practice is being continually improved. Though the practice is well-established, the future of EA in higher education remains uncertain. Continuous improvement of the EA practice will take different directions based on, for example: the evolving role of IT in the institution; evolution of each institution's business models and leadership; and industry changes.

# Maturity Over Time

An EA practice can be at different levels of current maturity in different attributes, and can set its target maturity in each attribute differently.

It can be useful for an EA practice to identify a “leading attribute” in which it is most mature, which is a strength it can leverage to increase maturity in other attributes.



Current maturity

Target maturity

Leading attribute

	1	2	3	4	5
A					
B					
C					
D					
E					

# 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.

## Maturity Model on a Page

	Level 1 <b>Initiating</b> <i>(Identify)</i>	Level 2 <b>Formed</b> <i>(Validate)</i>	Level 3 <b>Defined</b> <i>(Repeat)</i>	Level 4 <b>Managed</b> <i>(Change)</i>	Level 5 <b>Improving</b> <i>(Future)</i>
Attribute A <b>Scope Definition</b>	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 <b>Engagement</b>	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 <b>Impact Assessment</b>	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 <b>Delivery</b>	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 <b>Management</b>	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.

# Maturity Model Document

The EAMM-edu Documentation:

> [\*EAMM-edu on the Itana Wiki\*](#)

You are welcome to add comments to the document or send email to:

> [\*Itana-EAMM-edu-WG@umich.edu\*](mailto:Itana-EAMM-edu-WG@umich.edu)

# EA at University of Washington

Lessons learned by applying the EAMM

# EA Team at UW

Jim Phelps, Director of EA & Strategy

Rupert Berk, Enterprise Solutions Architect

Piet Niederhausen, Enterprise Business Architect

Jacob Morris, Enterprise Business Architect

# Scope of EA at University of Washington

**How is Enterprise Architecture defined at your institution, and what is the mission of the EA practice?**

Enterprise Architecture is a team in central IT (UW-IT). Our purpose:

By driving common and effective architecture and strategy practices, the EA business service seeks to increase the effectiveness of transformation initiatives, increase the agility and impact of IT planning and investment, improve the efficiency of IT operations and project execution, and enable data-driven decision-making.

See the [University of Washington's EA Practice](#) profile page for more background.



# Scope of EA at University of Washington

- Located in **central IT** (UW-IT) - Focused on central IT
- Driving a **Business Relationship Management** function
- Pushing on active **Strategy Management Practice**
- Streamlining our **Technology Business Management** processes
- Supporting our CTO in setting **Technology Standards**
- Representing the strategic view in **governance, ERP projects**, etc.

SCOPE DEFINITIONS

Level 3-4 → 4

Current state

- EASG history
- EA forming
- SoaP
- Leader
- Wide understanding - maybe not same as ours → 60%
- PRB member; attend SLT; SM/B
- Project work, SoW
- Teams/initiatives want "EA" to be present

Next

- Publish service
- Ask people what they think
- 1:1s w/ SLT about EA scope, next steps

Hour Long Session - Facilitated by Piet Niederhausen

# Scope Definition

Level	3 - 4 → 4
Current State	EASG history EA Forming SoaP Leader (Director) Wide understanding PRB, SMB seat Statements of Work Teams want “EA” to be present
Next	Publish a Service (formalize) Do interviews re: EA Work with SLT re: EA offerings, performance, etc.

## Scope Definition

Our current level is about 3-4 and we are aiming to solidify 4 (Managed).

Examples that illustrate our current state:

- Originally, an **Enterprise State of Work (SOW) growing importance** of IT leaders drafted EA principles and recommended
- **A new Director** was brought into the organization to lead the EA practice, and this role works closely with **senior management and is a member of key governing boards ....**
- ...
- When EA team members engage in project work, **a statement of work defines** their role and scope.
- Project teams and senior managers **increasingly request EA involvement**, indicating that EA work is increasingly embedded in the organization.
- There is **wide awareness of the EA practice**, though understanding of the role of EA still varies somewhat.

Goals we want to work on:

- We are about to publish EA consulting as an offering in the public-facing IT service catalog.
- We should get more input from our stakeholders on their changing needs for EA, including from senior management.

## Engagement

Our current level is about 4 (Managed) and that is our target.

Examples that illustrate our current state:

- The EA **More Emphasis on Events** key governance groups such as the project review and service management board.
- The EA team hosts communities of practice for technical architects, developers, and business analysts (open to all of the UW).
- The EA team helps organize and presents at quarterly outreach events (open to all of the UW).
- UW-IT's project review process includes a score for EA alignment which provides an opportunity for EA input on all projects.
- The EA team works closely with IT service teams, which is also an opportunity to influence **Improve the scorecard**

Things we want to work on:

- Strengthen engagement with individual senior managers.
- Strengthen working relationships with related teams in UW-IT, such as teams working on organizational development.

## Impact Assessment

Our current level is about 2-3 and we are aiming to solidify 3 (Defined).

Exam

**Push these out more widely**

- Teams that we work with **sets** business-oriented outcomes as value propositions for the team.
- Teams that we work with **regularly** provide **positive feedback on our work and return to EA** for more participation.
- The EA team **creates a quarterly report** of its outcomes for senior management.

Things we want to work on:

- Better measure customer satisfaction, for example by surveying or interviewing stakeholders we have worked with for more structured input.
- Continue to refine the business outcomes in our strategy to help us measure success.
- Better understand how to measure quantitatively the impact of architecture work – this would also be useful for us to help other teams set measurable goals for similar work.

## Delivery

Our current level is about 25% of the total IT budget (defined).

Examples that illustrate our

**How else could we use these?**

- EA team members lead ongoing functions such as **strategy management for UW-IT**.
- EA team members define engagements to participate in project teams, recorded in a **statement of work**.
- EA team members **initiate and lead projects**, for example to develop reference architectures.
- EA team members **lead ongoing communities of practice** to grow awareness of best practices.
- The EA team maintains the **library of reference architectures**.

Things we want to work on:

- We are about to publish EA consulting as an offering in the public-facing IT service catalog.
- Continue to raise awareness of what EA can provide, and awareness of published EA resources.

## Management

Our current level is about 4 and we are aiming for 5.

Examples that illustrate our current state:

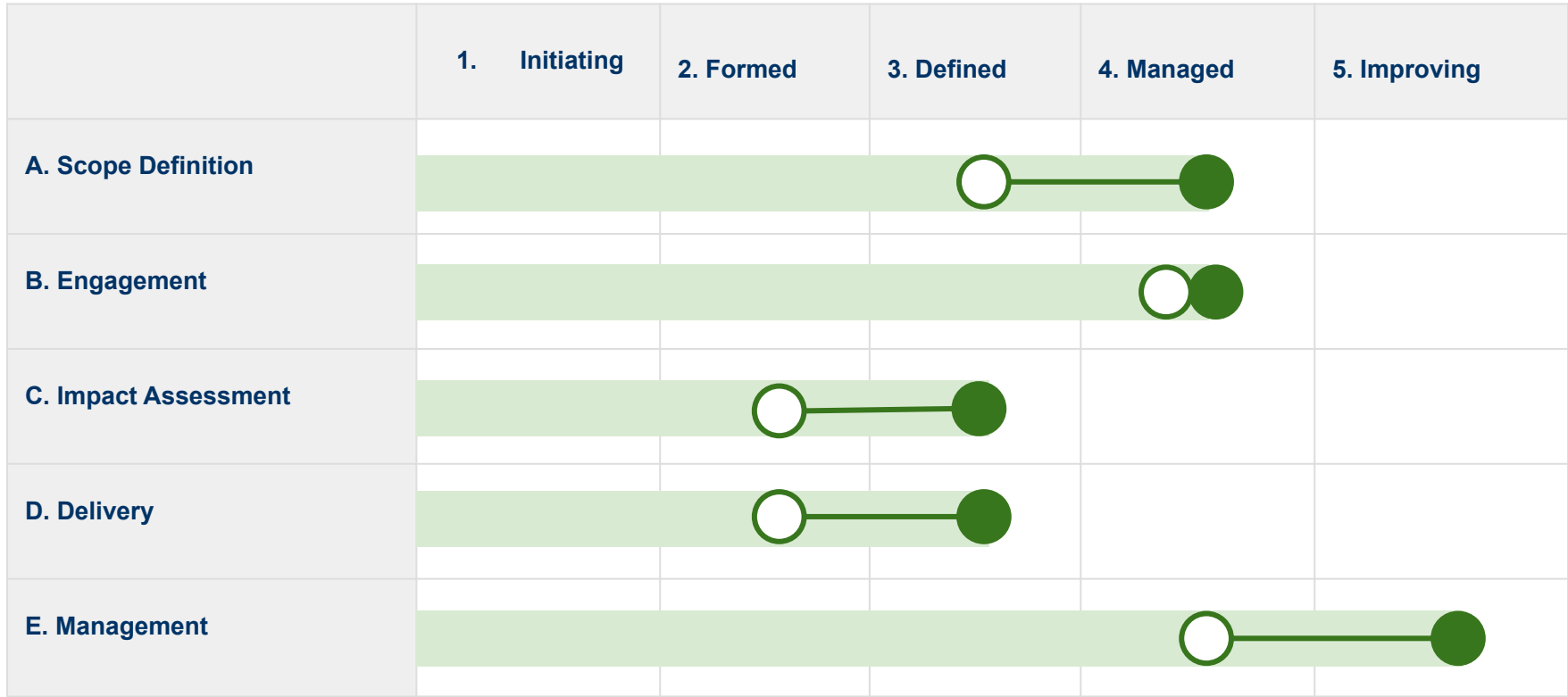
- The business case for **EA is supported by senior management and EA is funded** on an ongoing basis like other IT services.
- The EA practice has **strong leadership and continues to challenge itself** as a team toward new maturity goals.
- The EA team members **are aligned with business goals** and are evaluated based on the mission of the EA team.
- The EA team coordinates its work **through quarterly planning and biweekly sprint planning**, tracking work in JIRA.

**Working on an “EA Value Chain”**

Things we want to work on:

- More widely share the value delivered by EA.
- Demonstrate more opportunities for investment in EA.
- Grow the network of people who work closely with EA, to extend the reach of the team and identify potential successors.





# What did the team learn...

That we were better than we thought.

Brought emphasis on the importance of some things.

- > Quarterly Reports
- > Outreach events / sessions
- > SLT Feedback / Customer Feedback
- > EA Value Chain and Statements of Work

Clarified our next steps and *WHY*

# Plus, Delta, Big Ideas, Questions

**+** - What **went well** so far? What did you like?

**Δ** - What could have been **improved**?

**!** - What “**Big Idea**” or “**Aha! Moment**” did you have?

**?** - Any “**Big Questions**” strike you during the day?

Time	Section	Who/Links
<b>9:30 - 9:45</b>	<b>BREAK</b>	
9:45 - 10:30	Table Work - Apply the EAMM to your current state	Louis
10:30 - 11:00	Report Out - Maturity Ratings and how you got there	Jim
11:00 - 11:30	Maturity Milestone Capture	Chris
<b>11:30 - 12:30</b>	<b>LUNCH</b>	

# Break



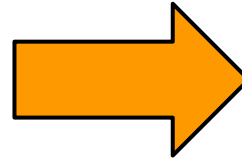
Time	Section	Who/Links
<b>09:30-09:45</b>	<b>BREAK</b>	
9:45 - 10:30	<b>Table Work - Apply the EAMM to your current state</b> <i>(Discuss 2-3 practices per table)</i>	Louis
10:30 - 11:00	<b>Report Out - Maturity Ratings and how you got there</b>	Chris
11:00-11:30	<b>Maturity Milestone Discussion</b>	Chris
<b>11:30 - 12:30</b> <b>PM</b>	<b>LUNCH</b>	

# Current State Review

## Yale University EA Practice Profile

Created by Louis E King (yale.edu), last modified on Oct 12, 2018

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



## EA Practice Maturity Review

	1	2	3	4	5
A	█		○		
B	█			○	
C	○				
D	█		○		
E	█		○		

Current State Maturity

Narrative	The Enterprise Architecture technology architecture transformation in a					
Maturity	Attribute A Scope Definition	Attribute B Engagement	Attribute C Impact Assessment	Attribute D Delivery	Attribute E Management	
	<p><b>Level 1 Initiating (Identify)</b></p> <p>The initial scope consists of identified opportunities with potential to realize the value proposition.</p>	<p><b>Level 2 Formed (Validate)</b></p> <p>The initial scope is validated through key engagements and optimized to best realize the value proposition.</p>	<p><b>Level 3 Defined (Repeat)</b></p> <p>The scope is clearly defined and the value proposition widely understood.</p>	<p><b>Level 4 Managed (Change)</b></p> <p>The scope is regularly evaluated and processes to implement changes are in place.</p>	<p><b>Level 5 Improving (Future)</b></p> <p>Investment is regularly made in validating new opportunities to expand scope.</p>	
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		<p>The vision, business case and initial organizational structure for the EA practice is identified.</p>				

EA Maturity Model (see handout)

# Current State Review

1. Itana Face2Face 2018 Handout
2. EA Maturity Model on a Page Handout

Itana Face2Face 2018  
Evaluating and Maturing Your Enterprise Architecture Practice  
Full Day Workshop

EDUCAUSE Annual Conference 2018  
Tuesday, October 30, 8a-4p MDT  
Denver, Colorado

## Maturity Model on a Page

	Level 1 <b>Initiating</b> <i>(Identify)</i>	Level 2 <b>Formed</b> <i>(Validate)</i>	Level 3 <b>Defined</b> <i>(Repeat)</i>	Level 4 <b>Managed</b> <i>(Change)</i>
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# Apply the EA Maturity Model

Apply the EA Maturity Model to one or more practices (institutions).

Capture the milestones (what happened to get you to some level of maturity).

**10 Minutes ITime: Scope & Maturity Review**

**35 Minutes Table Work: Maturity Review**

# Report Out

Share your EA Maturity Model

Discuss how you got there.

Capture the milestones (what happened to get you to some level of maturity).

**30 Minutes**

Report Out

# Milestones Discussions

Milestones to maturity.

- > Themes
- > Ideas
- > Questions

**20 Minutes**

Open Discussion



**Itana**  
ESTABLISHED 2007

# Plus, Delta, Big Ideas, Questions

**+** - What **went well** this morning? What did you like?

**Δ** - What could have been **improved**?

**!** - What “**Big Idea**” or “**Aha! Moment**” did you have?

**?** - Any “**Big Questions**” strike you during the day?



# Lunch



Room 4 Seasons Ballroom 2-3

Reconvene at 12:30PM

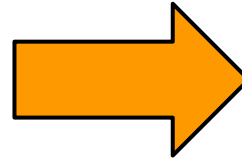
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12:30-01:00	Future State - What would you like to mature & why	Louis
1:00-1:20	Maturity Over Time - the U Mich story	Chris
1:20 - 2:00	Shift and Share - Case Study	Chris
<b>2:00 - 2:15</b>	<b>BREAK</b>	
2:30 - 3:00	Report out - ideas for maturing / Recap of day	Chris
3:00 - 3:40	What are you going to do when you go home?	Chris
3:40 - 4:00	Itana Resources, Member Contributions, Wrap-Up +, Δ, !, ?	Chris

# Current State Review

## Yale University EA Practice Profile

Created by Louis E King (yale.edu), last modified on Oct 12, 2018

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 technology architecture transformation in a																																		
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EA Scope

## EA Practice Maturity Review

	1	2	3	4	5
A		○	●		
B			○	●	
C	○	●			
D		○	●		
E		○	●		

Current Maturity

Target Maturity

EA Maturity Model (see handout)

# Future State Maturity Targets & Milestones

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# EA Maturity Model Future State

Apply the EA Maturity Model to future state of your practice.

Develop milestones to reach that state.

**20 Minutes ITime**

**10 Minutes Table Work**

Table Work

# IT Strategy

## Develop Strategy

### Governance

Direct

Evaluate

Monitor

Service-level strategy (MESAs)

Michigan IT Strategy

## Focus on Strategy

Investment Planning

Project Strategic Alignment

Architecture Review

## Execute on Strategy

Service Portfolio Management

Annual Service Strategy Reviews

IT Planning

# Build Institutional Capabilities

## Michigan IT

Community Development

Leadership Training

Strategic Vendor Relations

Development / Donor Relations

# Management and Facilitation

## Enterprise Architecture

Strategic Metrics

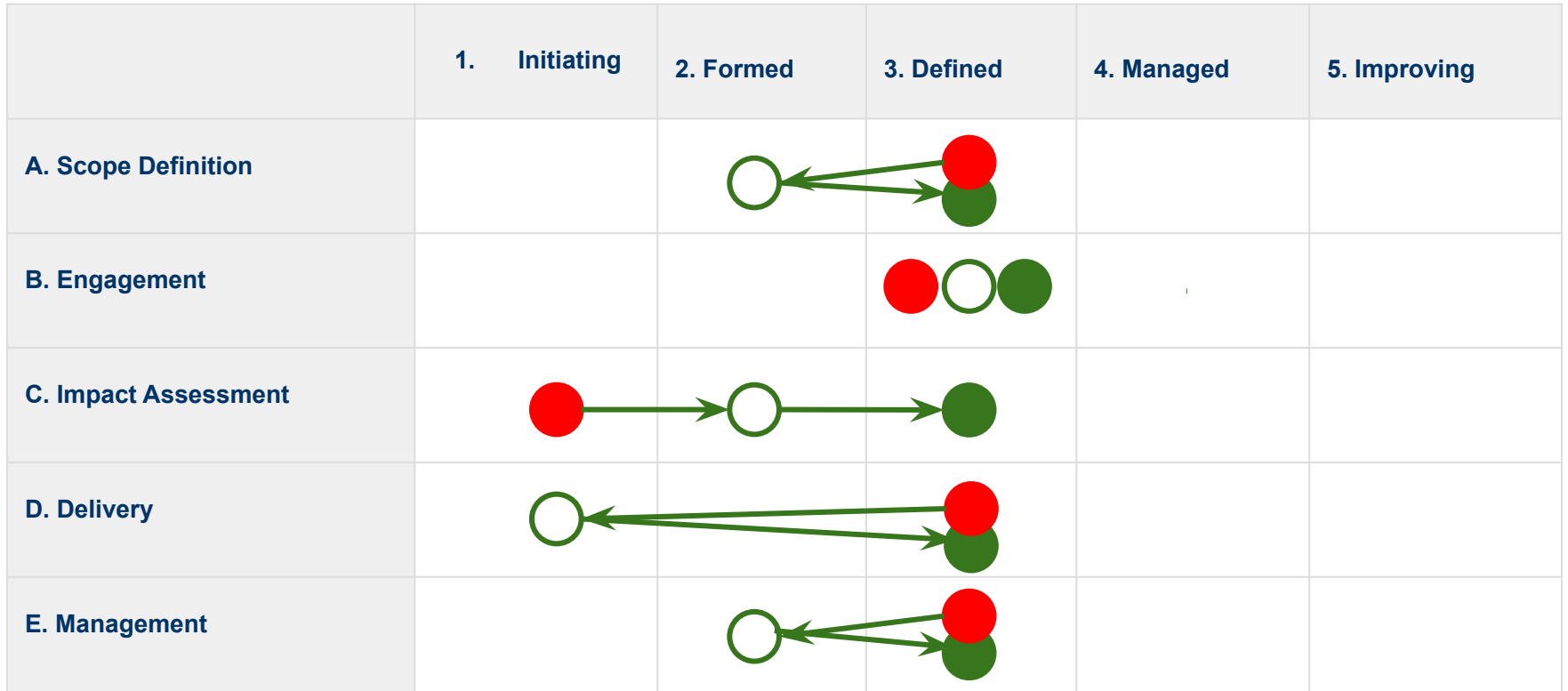
Signature-ready artifacts

Principles, processes, and procedures

Meeting and Event coordination

Communications

# U Mich Lifecycle of EA



# Shift and Share - Case Studies

- > 4 volunteers
- > 10 minutes story & Q&A



# Break

Back at 2:15PM



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# Your Action Plan

What are you going to do when you get home?

What things will use to help you mature your practice?



# Takeaways and Action Plan

What are your key takeaways?

What are you going to do when you get home?





# Learning Outcomes:

**Recall** that there is an Itana EA Maturity Model (EAMM)

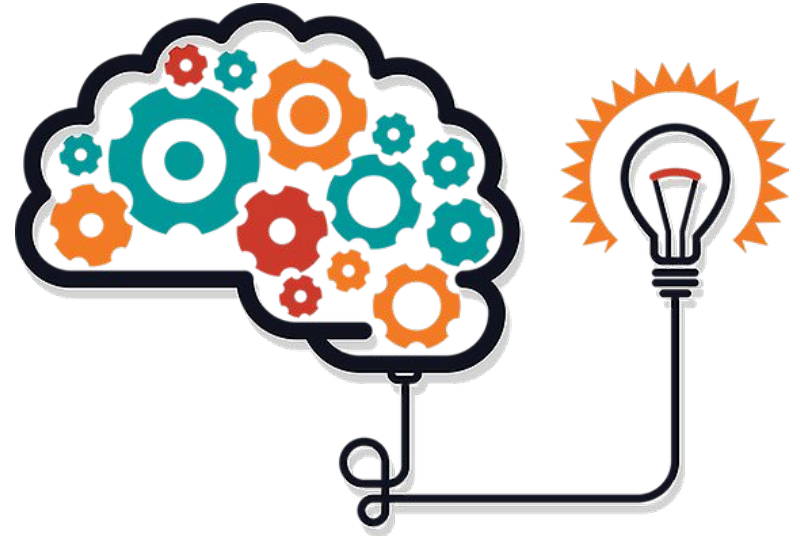
**Explain** how the EAMM is applied

**Interpret** the maturity assessments of different institutions

**Compare** different maturity levels at different institutions

**Create** your own Maturity Assessment

**Design** a plan to grow your maturity at your institution



# Plus, Delta, Big Ideas, Questions

**+** - What **went well** today? What did you like?

**Δ** - What could have been **improved**?

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# Thank you!

Itana Face2Face 2018 - Evaluating and Maturing Your EA Practice  
EDUCAUSE Annual 2018 - Preconference Seminar

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