

# Bi-Weekly Conference Call

## Call Time:

11AM Pacific, Noon Mountain, 1PM Central,  
2PM Eastern Time

## Agenda:

[Conference Calls \(Wiki\)](#)

## NEW: Zoom for Audio/Video

**Meeting ID: 928 4053 9502**

**Passcode: Itana2020**

Itana is co-supported by EDUCAUSE and Internet2

We follow the Internet2 Intellectual Property Framework: <http://www.internet2.edu/membership/ip.html>

<http://itana.org>

# Agenda

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1. Poll ( <https://forms.gle/JNotMzEsuoN2BFs76> )
2. Roll Call (by time zone - East to West)
  - a. ~~Scribe Shout out - It's easy to scribe: [How To Scribe Itana Notes](#)~~
3. Main Topic - EA Directions in 2023
4. Itana Business
  - a. Connect Platform Working Group
  - b. Working Group Check-Ins
  - c. Other?

If you didn't have time before the meeting ...

# POLL

<https://forms.gle/JNotMzEsuoN2BFs76>

# EA Directions in 2023

December 9, 2022

- Example: Shifts in EA at the University of Washington
- Cross-Industry Context
- Itana Community Context
- Discussion

# Example: Shifts in EA at the University of Washington

Jim Phelps & Piet Niederhausen

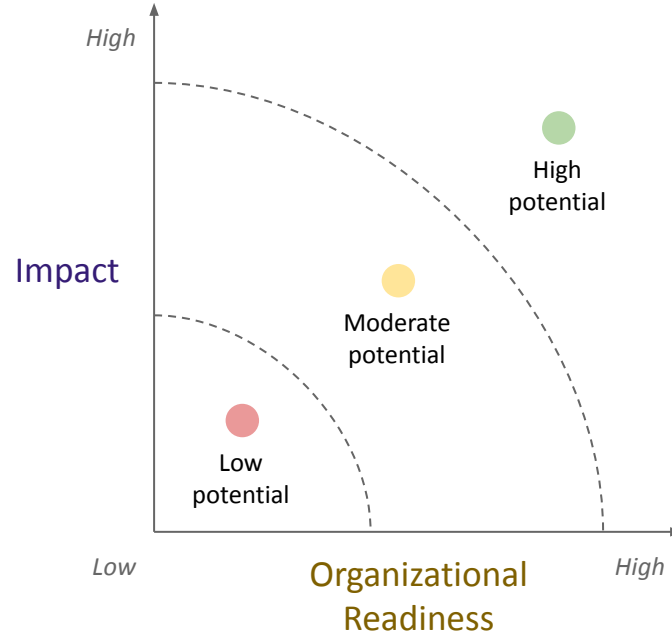


# Managing an Ad Hoc EA “backlog”

## Impact

Higher impact opportunities:

- Promote a strategic goal
- Address a big risk
- Reach a broad audience
- Make a big long-term difference



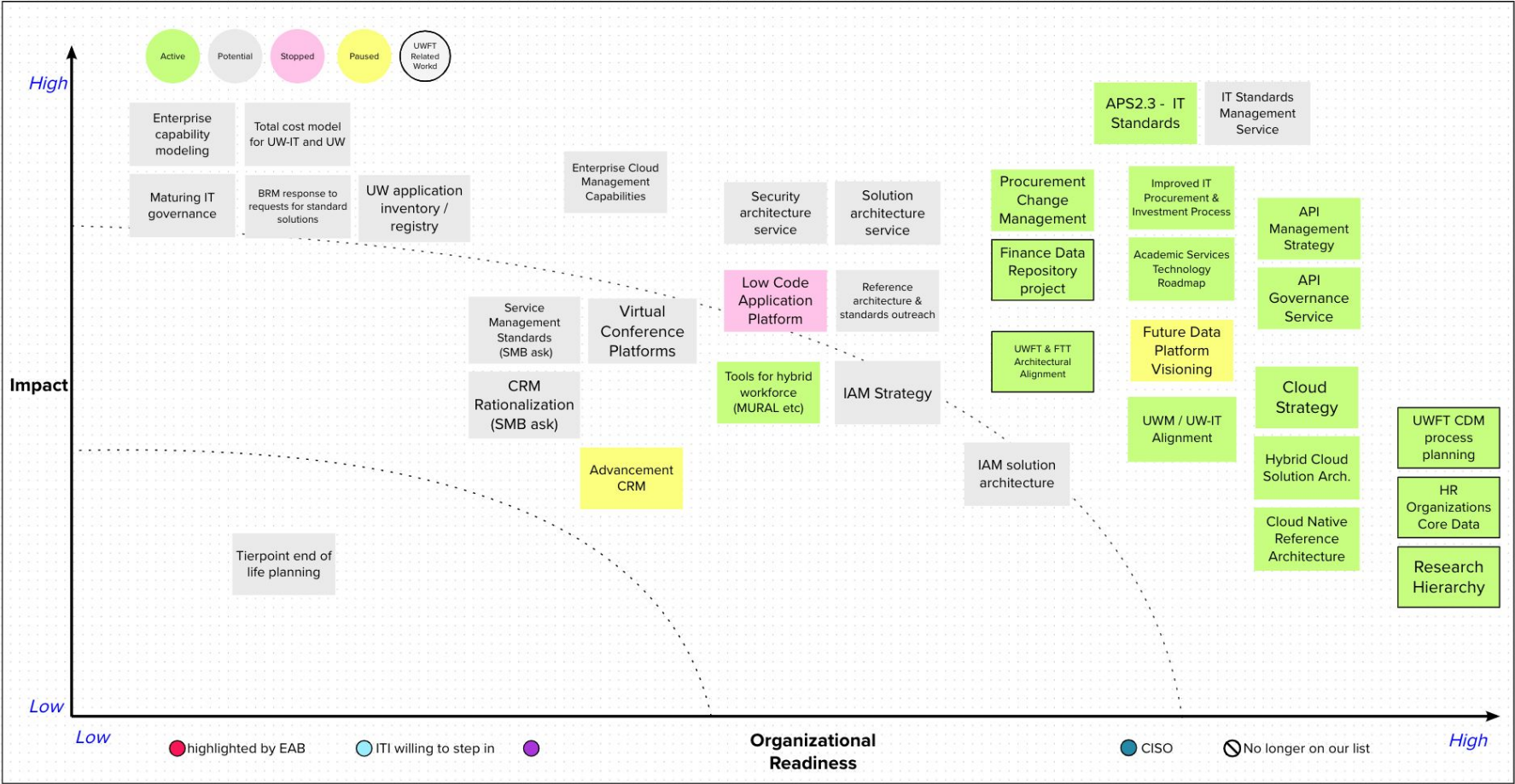
## Organizational Readiness

More ready opportunities:

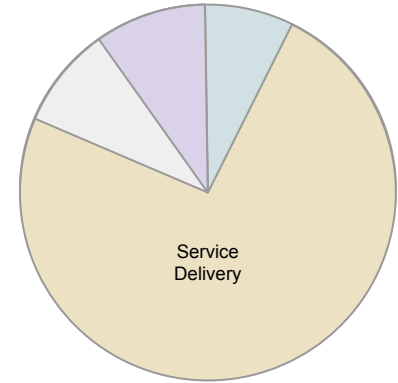
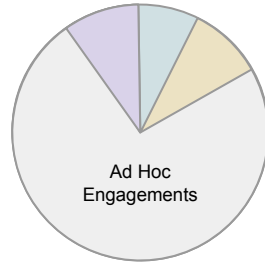
- Have sponsorship
- People feel engaged or urgent about
- Match organizational maturity
- Build on past success
- Build on available skills

# EA Board Backlog Review

EA Backlog 2022-03-10



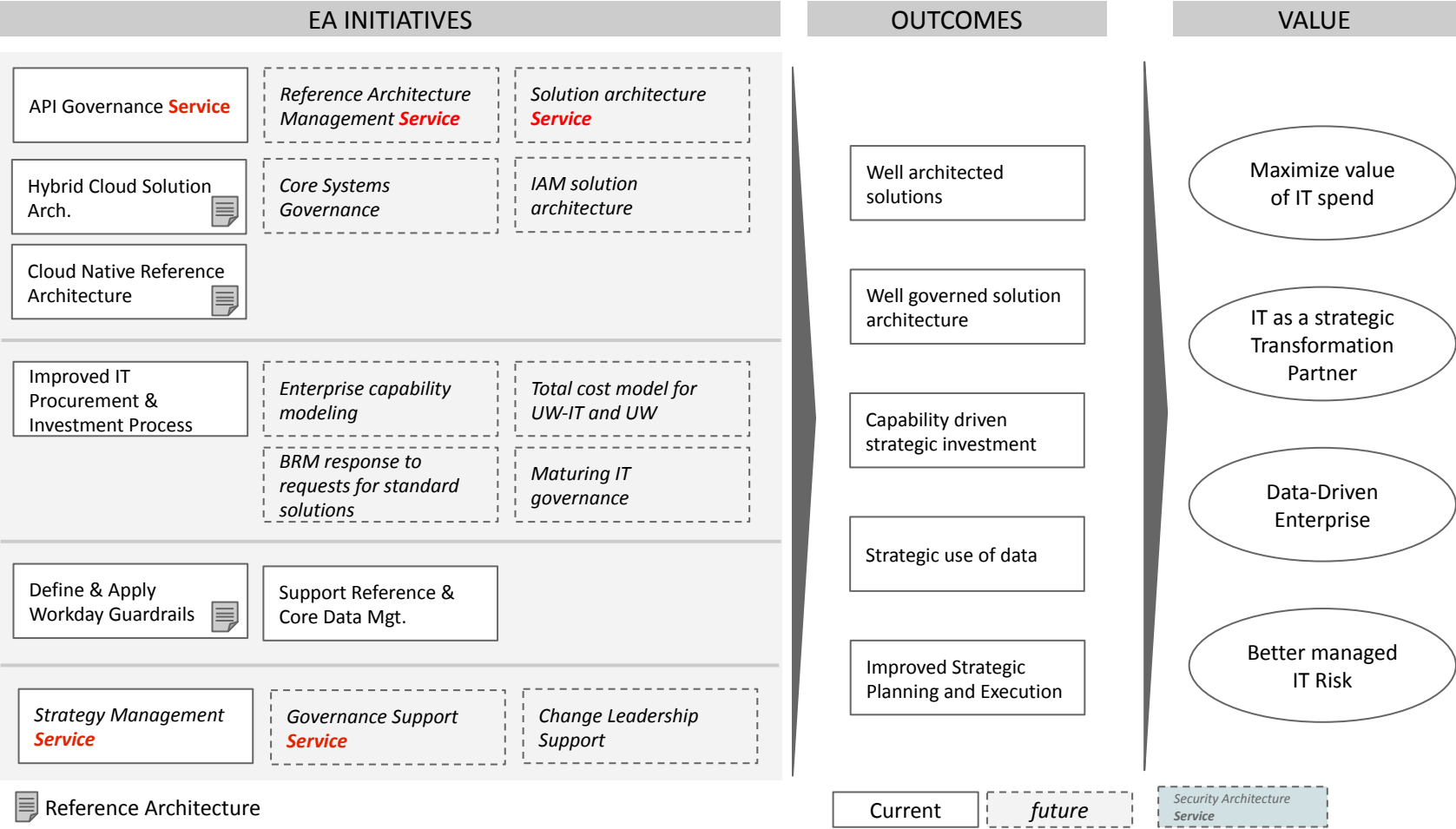
# Looking Ahead: From Ad Hoc to Service Delivery



	Past	Current	Future
Ad Hoc Engagements	UWFT / FTT / FDR support Data Governance support Low Code pilot	IT Governance 2.0 Design IT Procurement CI	(reduced)
Service Delivery	Workday Guardrails	Strategy Management API Governance	Governance Architectural Support Reference Architecture Development Architectural Review
Thought Leadership	Future of Higher Education Application Registry Architectural Thinking	Future of Work Data Mesh	(TBD)
National Engagement	Co-lead Itana and other national groups	(continue)	(continue)



# UW - EA Strategy Map



# EA Services Enable IT Governance

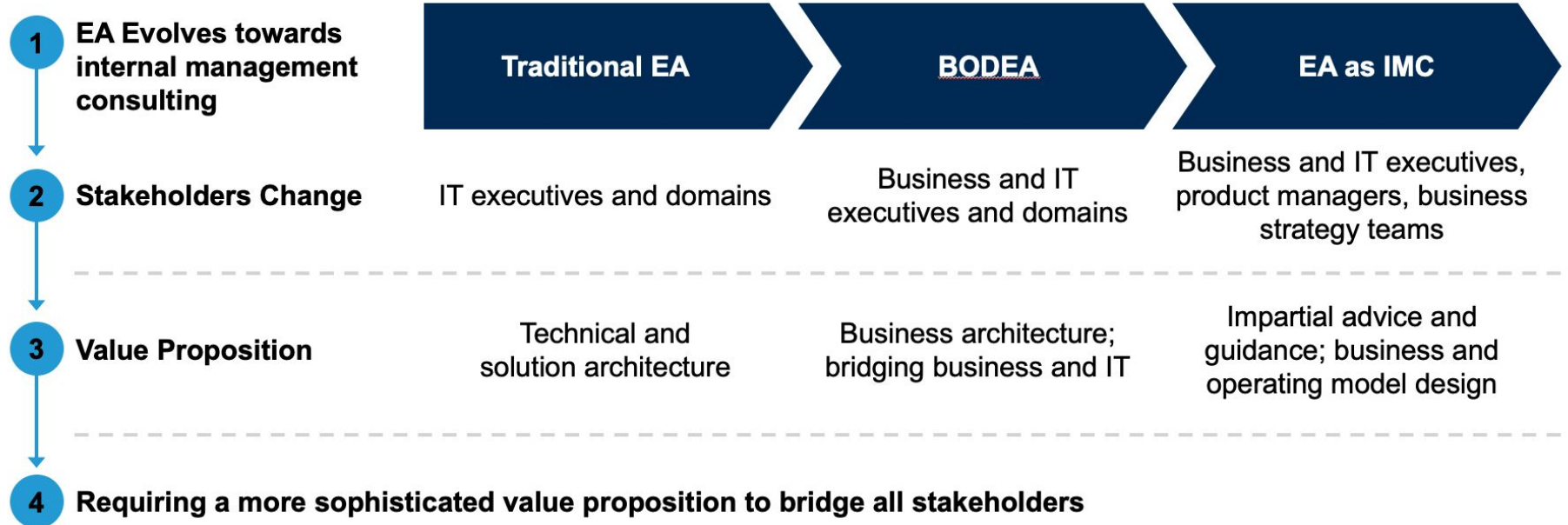




# Cross-Industry Context

# Gartner: Evolving EA's Value Proposition

As EA evolves towards internal management consulting (IMC), its **stakeholders and value proposition** change:



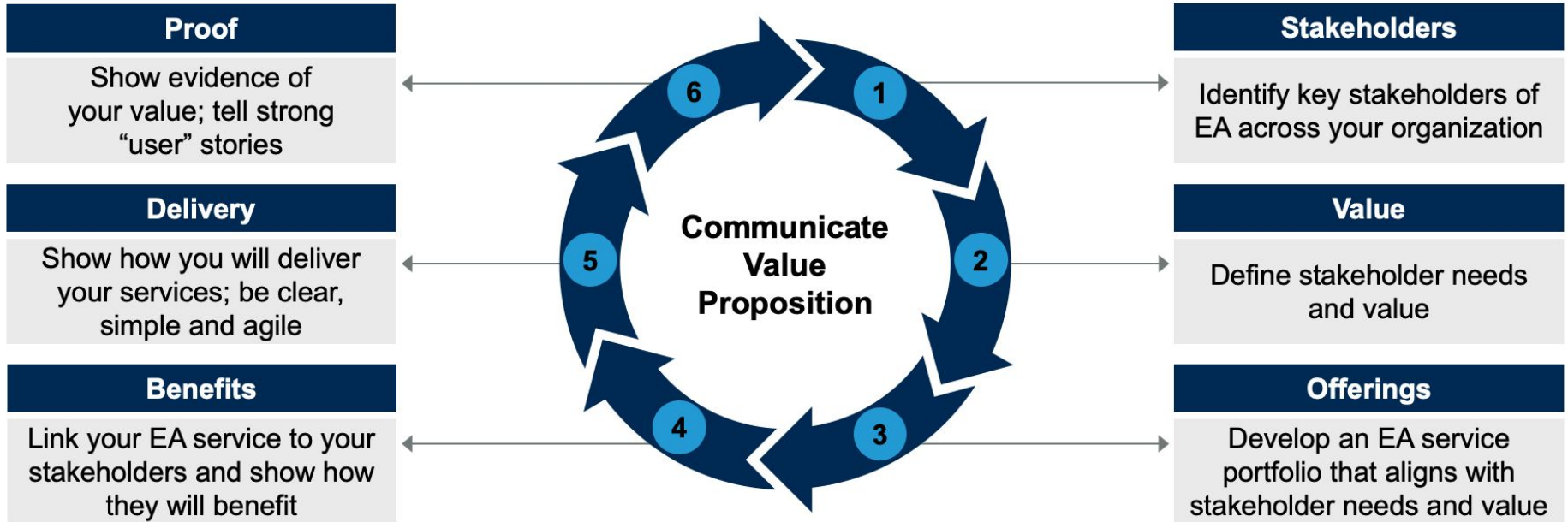
Source: Gartner

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Gartner

Source: Gartner, [Leadership Vision for 2023: Enterprise Architecture](#) (October 2022)

# Gartner: Branding and positioning EA



Source: Gartner

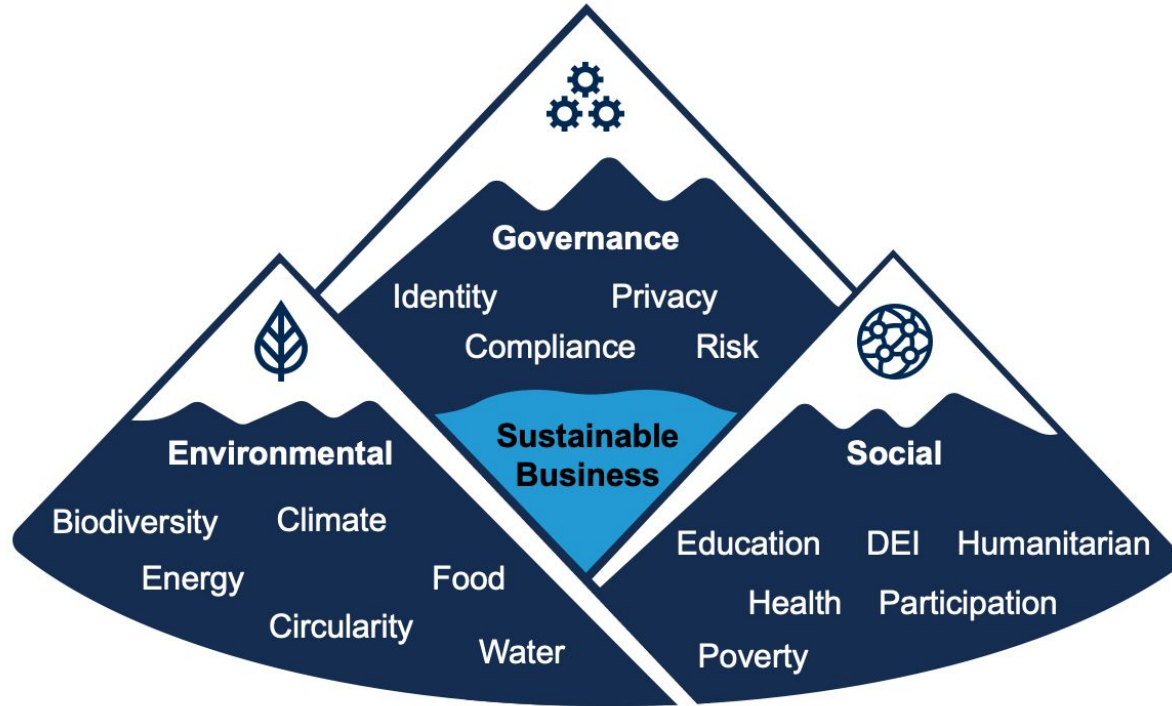
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**Gartner**

Source: Gartner, [Leadership Vision for 2023: Enterprise Architecture](#) (October 2022)

# Gartner: Environmental, Social, and Governance drivers



## ESG Initiative

Source: Gartner

DEI = diversity, equity and inclusion

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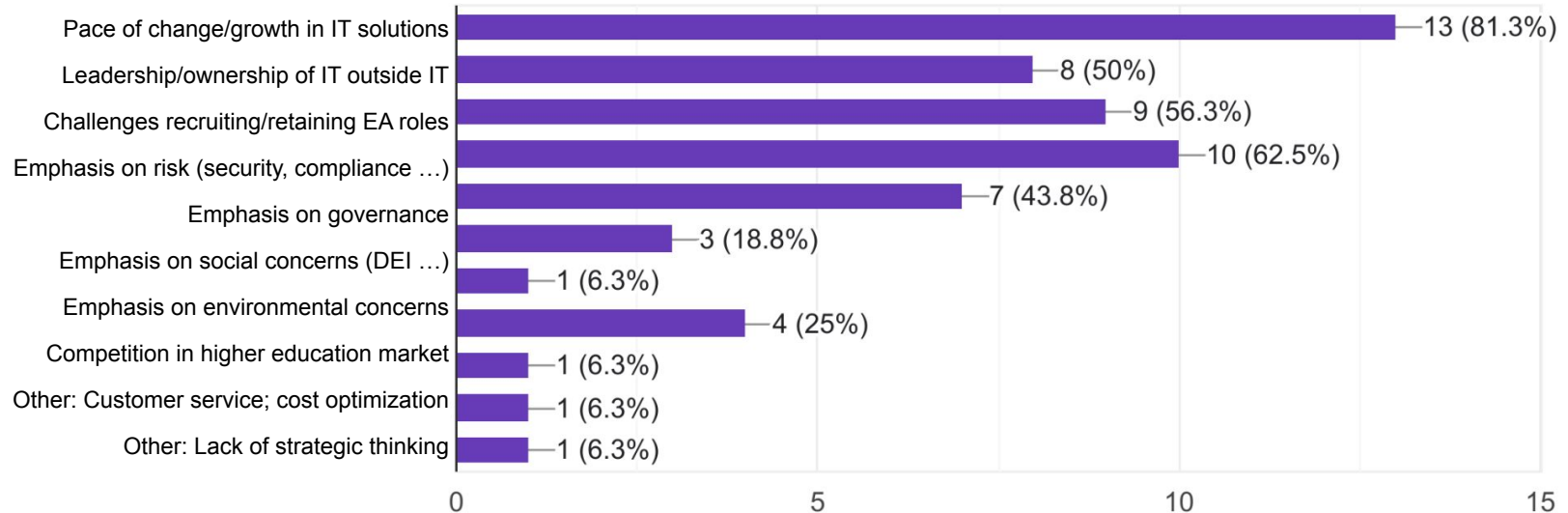
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# Itana Community Context

## What trends do you foresee impacting your EA practice in 2023?

16 responses

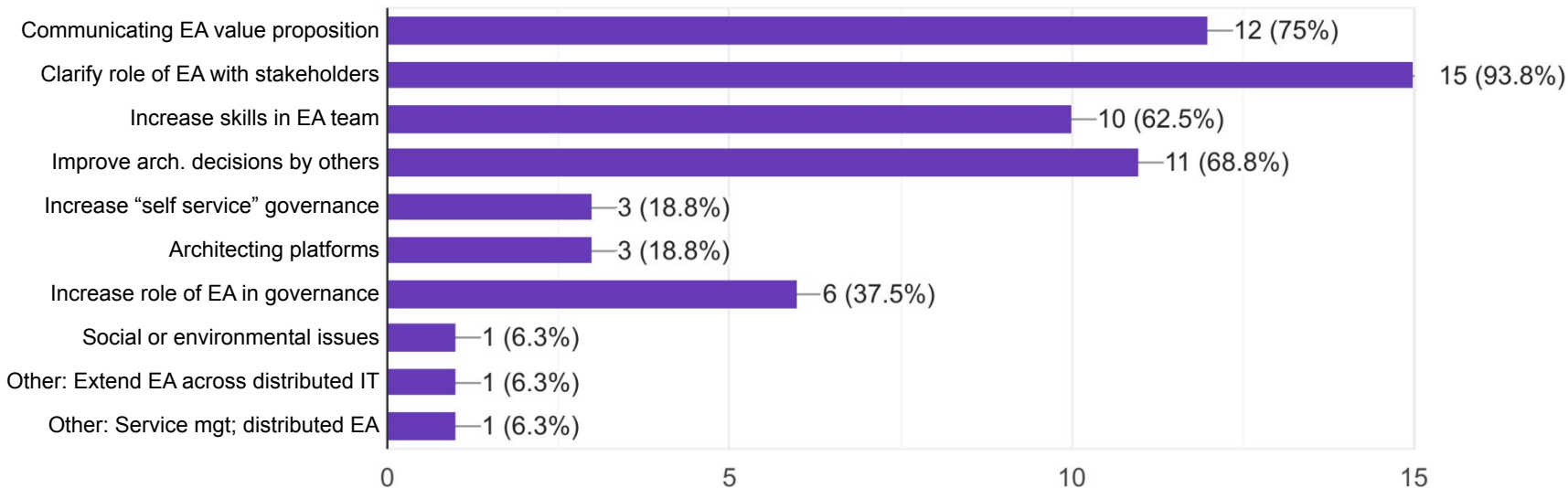






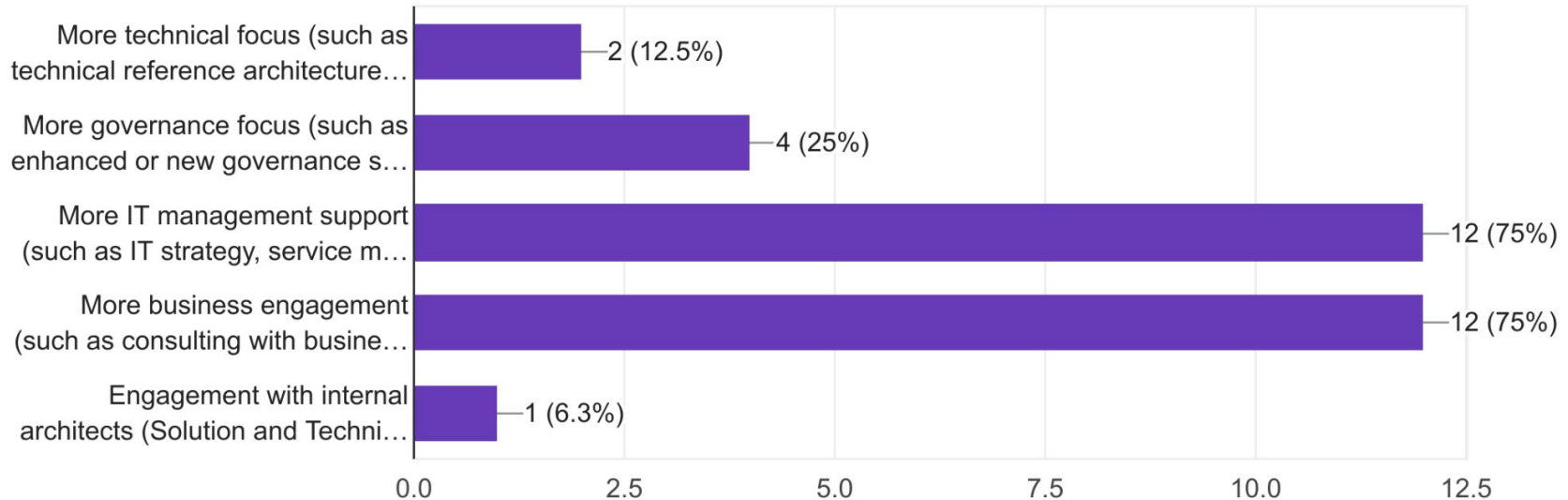
## Do you foresee taking action in any of these areas of your EA practice in 2023?

16 responses



In general, from what you can see, would you say the 2-3 year trend of your EA practice is toward:

16 responses



## ***More of:***

- Strategic thinking
- Service and application rationalization
- Leadership of the wider architecture practice
- EA tools
- Skilling up
- Governance
- Standards & best practices
- Business case development
- Service roadmaps
- Data architecture & platforms
- Agile approach
- Full range of architecture (technical to strategy)

## ***Less of:***

- Project participation
- Technical architecture
- Solution-specific designs
- Technical reviews

# Your thoughts on trends

- **Yale** - in an odd position re: the trends. Have been highly constrained for 4 years re: operation excellence. Yale is looking at a new org that would do this kind of work but that org may not be EA. EA would have a seat. Long term, thinking about how to shift EA out of the IT organization.
- **UTA** - new strategic planning and metrics for university goals. Driven by new President. Looking to develop roadmaps based on metrics. Plan is to help stakeholder groups develop these and use them to build a BRM practice.
- **Auckland** - enterprise, business, and info arch moving into a new group that's closer to our COO and strategic planning and business transformation. Intended to tie strategy to execution through business architecture. Also to enable architecture to focus more on patterns and less on specific solutions.
- **Ohio State** - generally aligned with the Gartner direction, but challenges include lots of leadership change and resourcing. Partnering with a new EA practice in the medical center.
- **Wash U** - going through institutional strategic planning. DX is a core seat but central IT didn't have much influence on this - IT is being framed more as a utility than a strategic partner. New CIO reports to chief administrative officer. Solution/technical architecture practice has grown. Restarting the EA practice; don't know the direction yet.  
Also looking into EA tools. Difficult to know when to do this relative to the evolution of the EA practice. Currently in demos following RFP. One driver is desire to reuse existing architecture knowledge in future projects (reduce rework). Need to help scale enterprise applications work - help architects do more.
- **Re: the UW materials** - Challenges of EA as a service include resourcing / becoming a bottleneck. It takes years to create a new EA position, recruit, and have a person become highly productive. Strategies can include: criteria for what the services are focused on; federation of architecture into domains.
- **UW Milwaukee** - new solutions architect role. Working with the business on architecture for enrollment management and other areas. Lots of relationship building, creating a "stealth" architecture approach. Getting stakeholders to the point where they are asking for architecture. Building data governance within the IT governance framework.
- **CU Boulder** - Architecture Review Board group that meets weekly and discusses planned or unplanned topics. Somewhat ad hoc structure with representatives from across central IT and, more recently, from departmental IT staff. Uncertainty persists about the role of the group and how it fits in the broader IT ecosystem, how to add value, etc. Some recent work to define and identify "foundational" IT services and to review neglected and out of date IT policy and best practices documentation. 2023 may include a new focus on data, as it tends to be a recurring pain point for various groups - there are challenges with making sense of data related to identity and access management, data for applications, development, and other "operational" needs, and data analytics.

## THEMES

- Impacts of leadership changes
- How IT in general and EA in particular enable strategy and business outcomes
- New/growing needs for IT governance to work on strategic outcomes