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## Agenda

1. Roll Call (by timezone - East to West)
2. Scribe Shout-out
3. Announcements
4. **Business Architecture and the Process of Change**  
Piet Niederhausen and Jenni Laughlin, University of Washington

## Roll Call

▼ Hosts (2)
 Jim Phelps
 Piet Niederhausen (UWash)
► Presenters (0)
▼ Participants (20)
 Alan Crosswell (Columbia)
 Ashish Pandit (UCSD)
 Betsy Draper
 Bob & Dana (Miami OH)
 Brendan Bellina, UCLA
 Chris Eagle (Michigan)
 Cynthia Carlton (University of Roc...
 Dan Kiskis (Michigan)
 Daniel (Georgetown)
 Daniel Black (Miami of Ohio)
 J.J. Du Chateau
 Jill Bedel, Minnesota State
 Lonnie Smetana (U of Manitoba) 2
 Louis King - Yale
 Luke Tracy - UMich
 Ravi Agarwal
 Rupert Berk (UWash)
 Shari
 Troy
 Zane Gray (University of Oklahoma)

## Announcements

1. Itana events  
<https://spaces.at.internet2.edu/display/itana/Events>
  - a. Itana Fall FTF at Educause-24 Registered
  - b. Itana one hour session
  - c. MESA Presentation
2. API Working Group
  - a. 2nd Thursday API call. October 13th is next call. Round table of what is going on at each campus.
  - b. Three people leading including Ashish
3. Link shared for Itana wiki
4. Steering group candidates
  - a. 8 candidates so far
  - b. Will discuss and decide in the next two weeks
  - c. Need case studies for people coming to the Face-To-Face
5. Check wiki or email to determine if next meeting is a go because it is just before the Educause Itana Face-to-Face

# Business Architecture and Process Change

1. By Piet Niederhausen and Jenni Laughlin, University of Washington
  - a. New capability for them - 1-2 years in the making
  - b. See slides  
<https://spaces.at.internet2.edu/download/attachments/1517/2016-10-07%20Intro%20to%20Business%20Architecture%20for%20Itana.pdf?api=v2>
  - c. UW - Large public school with 16 colleges and schools and a Med Center
  - d. Enterprise Architecture in central IT but Jenni is a federated partner to EA
  - e. "The ultimate goal is to **actively manage change** rather than letting change manage the University."
  - f. Business Architecture: Facilitating change through common language and alignment
  - g. Industry piece on describing the Business Architecture (technology agnostic)
  - h. It is about pulling together a shared understanding of the spaces we work in
  - i. Private sector looks different in decision-making and complexity
  - j. Figuring out how to think about change in our organizations
  - k. Business architecture needs a federated model and needs to pull in those who are practicing across the institution whether they call it that or not.
  - l. EA practice supports this in different ways. Proposing a model on the slide.
  - m. EA promotes the practice of Business Architecture.
  - n. Challenge: the institution works in different ways across different areas
  - o. Good change process relies on mature organizations
  - p. Much of the work over the last years is cross-functional
    - i. Finding shared goals
    - ii. Sustaining them over time
    - iii. Is neutrality an important component - yes but there is also benefit to have a technical perspective.
    - iv. There is somewhat of a barrier initiating these conversations from the IT Organization but that can be overcome with good, well conceived participation and building trust
  - q. This moves the IT organization towards a campus partner
  - r. A four boxer demonstrating IT's response across two axes - Change Complexity (high to low) x Customer Readiness (high to low)
  - s. Reflection on similarity to Cynefin Framework  
[https://en.wikipedia.org/wiki/Cynefin\\_Framework](https://en.wikipedia.org/wiki/Cynefin_Framework)
  - t. More and more we are facing change in high complexity low readiness situations
  - u. Part of the work is getting the tools in place to build a shared language and tools to have literacy and strong foundations to work together
  - v. List of gaps that Business Architects fill
  - w. Case Studies
    - i. Space information about facilities
    - ii. Build a shared sense of purpose
    - iii. Show the dependencies on each others information
    - iv. Collect all the related efforts under way to maintain current state
    - v. Vin Diagram on the village problem - people, process, technology
    - vi. Pivot on evolving a village
    - vii. Make it real by building a future state
    - viii. Future state vision depicts a lot of work over a lot of time
    - ix. Recommendation high-level motivating view
2. Questions-How do you approach working with the different teams and getting them to work in a federated model?
  - a. One coffee at a time
  - b. Putting together senior sponsor and stakeholder groups
3. How did you get inserted into the opportunity to work with stakeholders?
  - a. Worked on various test-balloons on different initiatives, bring those to her senior leaders, then move out, one stepping-stone at a time
  - b. Leverage existing relationships and keep building your network