2017-04-07 Meeting Minutes

Agenda

Roll Call (by timezone - East to West)

- 1. Scribe Shout-out It's easy to scribe: How To Scribe Itana Notes
- 2. Agenda Bash
- 3. Strategy Management Piet Niederhausen, UW; Louis King, Yale
- 4. Itana Org Updates
 - a. Working Group Updates
 - i. EA Maturity Model
 - ii. IoT Whitepaper
 - iii. API Working Group
 - b. Book club update
 - c. Steering Committee Update

Jim Phelps, facilitator

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Discussion

- Piet Niederhausen discussed the University of Washington Strategy Management efforts:
 - o IT Strategy unit is built upon existing central IT and leveraging existing units such as ITSM
 - Central IT goal is to be a strategic partner with the business rather than being in the IT commodity business
 - Development of strategy practice at UW
 - It is a Team effort
 - University strategy documents gather dust usually
 - What is needed is a strategy management practice that is a living thing
 - IT enables communication in many ways
 - Dialogue with business leadership, IT teams, and other institutions
 - Related practices such a project portfolio, service portfolio often act in silos and the strategy practice is meant to bring these
 areas into better alignment
 - The goal is to converge these practice areas
 - Strategy management is the engine-that keeps other practices going
 - Portfolio of things
 - Portfolio of change
 - ie Buildings, technology
 - Strategy maturity depends on organizational competencies
 - Strategy effort started with outreach and organization within central IT
 - 3 levels of strategy:
 - Central IT, IT Service Catalog, IT Enabled Business Services
 - Used Strategy on a page (SoaP) format to gather material from business units.
 - Trying to get better business responses rather than we survived an upgrade or make things better. Dana: Linking UW Strategy, IT or Business? Business defining services?)
- Question from Dana Miller: Is the UW strategy effort working with the business to define services?
 - A: Not yet. The central IT group is working to get their act together first and create alignment with the business.
- Question from Dana Miller not asked: Did the UW use the enterprise strategy document as a place to start the effort?
- The question still is what is the focus of the central IT organization
- Jim Phelps would like engagement with the business partners but not totally there
- Jenni Laughlin has an opportunity to do business architecture from the business side. Scaffolding practices need to be curated. Working through decision practices with a portfolio view. Capital Projects-Change portfolio.
- Bob Dein asked if strategy management is incorporated into client engagement?
 - A: Not really yet at UW. Work with stakeholders to identify business goals and share it across central IT.
- Jim used the platform analogy between IT and the business. Both are involved in change but one has to be built up first before the other one.
- Next steps.
 - $^{\circ}$ Maturity Model reveals they have achieved good communication within central IT.
- Louis King of Yale discussed the current state reactionary environment and lack of strategic structure. Strategic conversations are personal
 conversations at this point.
 - Result: Missed opportunities.
 - New leadership structure over the past few years provides opportunity to engage.
- · Louis continues doing work in Data Governance. Decision rarely rolls to an individual.
- Strategy work is developing common frames for the scaffolding. If we all understand the scaffolding then we can have a conversation.
- EA group appears to be down to one sad bulldog it appears?
- Many strategic plans:
 - Memory organizations (libraries)
- Central IT not really thinking about services across the portfolio. Independent decisions made in silos and rarely strategic and not transparent.
- The goal is to imbed strategy into the service organization
- Failure of gant chat-like roadmaps
 - Use of MESAs as 3 year strategy roadmaps for services used a pilot but having some success
 - Engage all stakeholders
 - Look at the function the service is delivering
 - View of the future state
- · Application Portfolio management

- TIME (Tolerate, Invest, Migrate, Eliminate)
- ½ portfolio didn't know what to do with
- MESAs in place for funding model and have service owner
- Still work to assess application inventory
- What have been the challenges?
 - A: Business systems group rolling out WorkDay on July 1st. Hard to enage.
 - A: In a service organization that is siloed (central IT). The challenge is how dedicated are the leaders reporting to the CIO.

Chat Box

Jim Phelps: Future Topics: https://spaces.at.internet2.edu/display/itana/ITANA+2016-2017+Program

Piet Niederhausen (UWash): Slides at: https://docs.google.com/presentation/d/106zZ3-TXCXOGFf81dMovzGiX_e0egSrDNa4JUU2dpAc/

Jim Phelps: That is an interesting finding: the drivers at a big public R1 are similar to an Ivy League private. Do these issues ring true for you all too?

Jim Phelps: Questions or comments? Either use chat or interupt on the call

Jim Phelps: Louis - Comments from Yale?

Jim Phelps: This is true at UW and what we are trying to reform

Dan Kiskis (Michigan): For heavy ITIL folks, another way to think of the TIME axes are Techinical Value = Warranty and Business Value = Utility

Betsy Draper - Kansas State: Louis, really appreciate the comments about hierarchy and service thinking.

Jim Phelps: To quote David Gift, "There are no good org structures, only org structures that are bad in different ways".

Betsy Draper - Kansas State: A framing question I often through into service discussions is "How does our hierarchy help or hinder our services?"

Betsy Draper - Kansas State: sorry ... throw ... not through

Updates

- Book club is starting up on its next book; see the mailing list to join
- API working group is actively working; contact Ashish Pandit to join
- EA maturity model group is active; see the Groups page to join

Whiteboard

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