

Impact Assessment

The Impact Assessment attribute describes how the EA practice measures its performance within its Scope.

For EA in general, and within higher education in particular, it is challenging to measure the impact of EA work or even (initially) to define a clear value proposition. To sustain itself an EA practice will need to find ways to demonstrate the value of EA within its clearly defined scope, for example:

- Impact on IT delivery through improvements in IT strategy management, IT portfolio management, IT service delivery, increased IT agility, more sustainable IT infrastructure, improved alignment with business needs, or IT cost savings
- Impact on business operations through improvements in business processes, new business capabilities, successful modernization or transformation initiatives, or business cost savings
- Institutional strategic Impact through identifying and bringing about strategic opportunities for the institution

Maturity is demonstrated to stakeholders by progressively understanding EA-driven outcomes valued by the institution, establishing value propositions, measuring efficacy in delivering value, measuring efficiency in delivering value and building impact assessment into the continuous improvement process of the EA practice. At increasing levels of maturity, an EA practice should be able to:

Milestones and Actions

At increasing levels of maturity, an EA practice should be able to:

Level 1: Initiating	Level 2: Formed	Level 3: Defined	Level 4: Managed	Level 5: Improving
Milestones:				
<i>The organizational context is assessed and potential measures of the value proposition are identified.</i>	<i>Outcomes of key engagements are measured against the value proposition using qualitative assessment methods.</i>	<i>Outcomes are measured against the value proposition using established assessment methods and defined metrics.</i>	<i>Cost benefit is optimized using assessment data and operational costs.</i>	<i>New and alternative measures are explored and evaluate.</i>
Actions:				
Assess the organizational context and engage key stakeholders in understanding what EA-driven outcomes are valued by the institution.	Focus on key high-value engagements to assess value based on stakeholder feedback. Measure the ability of the EA practice to deliver value through key engagements using qualitative assessment methods. Prioritize and share the outcomes the EA practice seeks to achieve in its selected scope; these can include IT, business, or strategy outcomes.	Establish clear value propositions for the EA practice and measure its effectiveness in delivering these values using established assessment methods and defined metrics. Define the business case for the EA practice and build agreement with leadership stakeholders.	Measure the net impact of the EA practice by analyzing its effectiveness measures in relationship to operational measures; optimize the EA practice's cost to benefit.	Continuously uses impact assessment and operational assessment to shape and optimize the value propositions of the EA practice.

Resources

Selected Resources

Link	Description
TBD	TBD

All Contributed Resources

The following resources in the Itana [Library](#) are tagged as related to this maturity attribute.

(To contribute a resource, see [Contribute Your Experiences](#) and label the page you add with EAMM_Impact_Assessment)

- [Sustaining and Adjusting](#)