

# 2016-03-11 Minutes

## Agenda

1. Roll Call (by timezone - East to West)
2. Scribe Shout-out
3. Agenda Bash
4. Itana Org Updates
  - a. Working Group Updates
  - b. Spring Face2Face 2016
5. Round Table - Discussion of architecture related challenges at your university

## Attendees

From the Adobe Connect attendee list (may not include people who only called in):

[blocked URL](#)

## Updates

- Beth Schaefer has agreed to join the ITANA Steering Committee -- welcome!
- Leo Fernig has withdrawn from the ITANA Steering Committee
- API working group continues to meet; see the ITANA mailing list
- Face2Face update:
  - Looking for a few more participants
  - For details see the [Face2Face page here](#)

## Discussion

Open round table discussion:

- Louis King (Yale)
  - Started new strategic thinking/planning processes
  - Targeted to areas with an absence of strategic thinking, or a group that is coalescing and could benefit from report
  - Adapted ideas from an existing leadership program
  - Method includes:
    - Scan of the environment -- factors including financial, demographic, customer needs, etc.
    - Headline the desired future state; apply [SMART criteria](#) to it
    - Gap analysis; assess the current state
    - Develop strategies
  - Very effective at bonding people who don't work together currently by discussing future vision, before looking at current state (which tends to lead to "finger pointing")
  - Used on multiple initiatives with different scales and complexity
  - Overall, this targets portions of the portfolio to jump start, compared with prior portfolio-wide strategy efforts that had lots of participation but didn't result in much actionable work
  - Created a facilitator guide; an article on this work is forthcoming
- Mike Janke (Minnesota)
  - Working on starting an architecture practice, drawing from existing IT systems staff (from a central IT staff that serves 31 institutions across the state system)
  - Bootstrapping is hard, and so is changing the organization
  - One challenge is sorting out architecture from design; historically the same people did architecture, design, and some implementation -- and the phases are not distinct
  - Not staffed for "heavy" architectural and design processes
  - Parts of the organization are more or less receptive/asking for architecture
  - The EA group can offer a range of views: from opinions to guidance to recommendations to requirements
  - Discussion about how to give architecture "teeth" and limit exceptions:
    - Mike: Issues are escalated to the leadership team reporting to the state CIO
    - Louis: Issues are brought to a Technical Architecture Committee with university-wide representation that applies guiding principles
    - Chris: Similar process
    - Mike referred to: Stefan Bente, [Collaborative Enterprise Architecture](#)
  - Want to be lean/agile, but also want to make sure recommendations are well researched, grounded, in standard formats, etc.
  - Discussion about "changing the wheels on a moving car":
    - Mike: With ¾ of effort dedicated to maintaining existing solutions, few people can really envision a significantly different future state
    - Important to show a future but be clear it will take a long time to get there and the path could change by the time we do
- J.J. Du Chateau (Wisconsin)
  - Enabling a governance group to evaluate projects/initiative
  - Using some ITANA architecture library techniques, specifically the [Investment Value Matrix](#)
  - Main goal is to help see which of many options should be looked at most closely
  - Hoping to also use something like brick diagrams to document the service portfolio

## Whiteboard

Jim's notes on the Adobe whiteboard:

- EA Best Practice - Focus on an area - don't try to boil the whole portfolio. Better to have actionable EA in an area that is ripe for change and worth the strategic investment.
- EA Best Practice - Future State First. Better to know where you are going and what the vision is rather than where you need to leave. This is a good way to bring people together. Starting with current state just inflames current politics and silos. Many can find a common vision of the future who disagree on the current state.
- EA Best Practice - Your architecture processes should be only as heavy as is needed. Don't add overhead and formality unless you have a strong reason to do so. The goal is to deliver value not build bureaucracy
- EA Best Practice - Success will build influence. Start with things you can accomplish and have success in to demonstrate the value of architecture. People will come to you once you have demonstrated success.
- EA Best Practice - Build a community of contributors - this helps you get buy-in and leverage your limited architecture resources

## Chat

From the Adobe chat window:

Jim Phelps: <https://spaces.at.internet2.edu/display/itana/Spring+Face2Face+2016+Overview+and+Logistics>

Luke Tracy - UMich: Hi. Just joined the call

Jim Phelps: Do you have examples or samples someplace we could see?

Jim Phelps: Welcome Luke

Bob Dein & company (Miami OH): Portfolio of ? Applications, Infrastructure, Services?

Chris Eagle (Michigan): +5 on that best practice!

Jim Phelps: Let me plug the Spring Face2Face 2016 once more. It is all about Facilitation skills.

J.J. Du Chateau (Wisconsin): Phone conf with Gartner 2 years ago said that the pendulum is swings back & forth between doing future or current state 1st.

Daniel Black - Miami Ohio: "Bureaucracy"

Bob Dein & company (Miami OH): We started out emphasizing future state and then our new CIO changed our operating model which depended heavily on having a good current state representation in order to analyze IT requests, especially strategic

Chris Eagle (Michigan): Welcome Beth!

Beth Schaefer: Thanks, Chris!

Jim Phelps: Thanks Daniel

Daniel Black - Miami Ohio: Surely. :)

Michael Janke (MnSCU): Reference book: Stefan Bente, Collaborative Enterprise Architecture

Daniel Black - Miami Ohio: Cool, Michael. I like a book that tries to figure out how to reimagine EA to comport with Agile/Lean/scrum methodologies that so many development teams are using.

Daniel Black - Miami Ohio: Michael: Our CIO this week put EA in terms of "changing the tires on a moving car". We can't start anew, green field, so we have to be nimble.

Piet Niederhausen (UWash): <https://spaces.at.internet2.edu/display/itana/Investment+Value+Matrix>

Jim Phelps: <https://spaces.at.internet2.edu/pages/viewpage.action?spaceKey=itana&title=ITANA+2015-2016+Program>

Beth Schaefer: Thank you for the call today. It was very interesting and informative.