Architecting the IT Organization
Clarifying the Contributions of Enterprise Architecture, IT Governance, and ITSM to the IT Value Chain

Contributors

Authors
Debbie Carraway, Director of Information Technology, College of Sciences, North Carolina State University
Piet Niederhausen, Enterprise Business Architect, University of Washington
Beth Schaefer, Chief Operating Officer, University of Wisconsin–Milwaukee
EDUCAUSE Staff
Betsy Tippens Reinitz, Director of Enterprise IT Programs
Karen A. Wetzel, Director, Community and Working Groups

Contributors
Todd Jensen, Manager, IT Service Management, University of Nebraska–Lincoln
Louis E. King, Enterprise Architect, Yale University
Mitchell Pautz, IT Service Management Analyst, University of Southern California
Renee Peters, Director of Technology Risk & Service Management, Northeast Community College
James Phelps, Director, Enterprise Architecture and Strategy, University of Washington
Introduction

- Digital Transformation (Dx)
- Three practice areas / three EDUCAUSE communities:
  - Enterprise Architecture (EA)
  - IT Governance
  - IT Service Management (ITSM)
- Distinct, related, and possibly overlapping practice areas
- Part of re-architecting an IT organization’s management approach

What Is Dx?

Digital transformation (Dx) is a series of deep and coordinated culture, workforce, and technology shifts that enable new educational and operating models and transform an institution’s operations, strategic directions, and value proposition. For more information see Digital Transformation of Higher Education.

The Scopes of EA, IT Governance, and ITSM are Variable

<table>
<thead>
<tr>
<th>Practice Area</th>
<th>Range of Scope</th>
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<tbody>
<tr>
<td>Enterprise Architecture seeks to put in place processes and reference architectures to ensure that IT efforts maximize long-term architectural value to the institution.</td>
<td>The scope of IT efforts that EA works on can be limited to architecting technology solutions or can extend to IT’s strategies, projects, services, and internal processes (as well as those of business units in the institution).</td>
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<tr>
<td>IT Governance seeks to put in place processes to prioritize and decide among possible IT investments, aligning investments with a range of goals including business outcomes, compliance, and risk management.</td>
<td>The scope of IT investments that IT governance works on can be limited to reviewing individual IT projects or can extend to IT’s goals, strategies, roadmaps, and portfolios of projects and services.</td>
</tr>
<tr>
<td>IT Service Management seeks to put in place processes by which information technology plans, manages, and operates services to maximize value to customers.</td>
<td>The scope of IT processes that ITSM works on can range from operational drivers, such as improving support, problem resolution, and change control, to processes that define strategy, prioritize investments, and ensure good service design.</td>
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Value Chain Perspective on IT (using IT4IT*)

- **Enterprise Architecture**
  - Assess strategic demands and decide what IT will offer in its portfolio.
- **IT Governance**
  - Design and implement offerings in the IT portfolio.
- **IT Service Management**
  - Enable customers to use offerings in the IT portfolio.
  - Operate, monitor, support, and manage IT resources on an ongoing basis.

*See: The Open Group, [IT4IT](https://www.opengroup.org/it4it) framework

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EA, IT Governance, and ITSM Evolve in Each Organization

- **IT Governance**
  - 2012: IT governance at multiple levels of institutional leadership
  - 2013: Started with some governance of major projects

- **IT Service Management**
  - 2013: Now exploring service strategy and service portfolio management
  - 2013: Grew to include Help Desk, Service Catalog, and change control

- **Enterprise Architecture**
  - 2013: Focus shifted to aligning IT to business outcomes
  - 2014: Started with a focus on architectural design of technology solutions
  - 2015: Started with better handling of incidents and problems
Questions so far?

- Digital Transformation
- The Scopes of EA, IT Governance, and ITSM are Variable
- Value Chain Perspective on IT
- EA, IT Governance, and ITSM Evolve in Each Organization

Examples From Three Institutions
Poll

Which practice area is most well established in your organization?

- Enterprise Architecture
- IT Governance
- IT Service Management

Example: University of Wisconsin - Milwaukee
Example: North Carolina State University

Example: University of Washington
Questions about the examples?

- University of Washington
- North Carolina State University
- University of Wisconsin - Milwaukee

Poll Results

Which practice area is most well established in your organization?

- Enterprise Architecture
- IT Governance
- IT Service Management
Intersections of EA, IT Governance, and ITSM

![Diagram showing intersections of IT Governance, IT Service Management, and Enterprise Architecture]

**Figure 3. Typical intersections of EA, IT governance, and ITSM**

Next Steps in Your Organization - Questions to Ask

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
<th>Planning</th>
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<tbody>
<tr>
<td>● What is the current scope of EA, IT Governance, and ITSM?</td>
<td>● What’s important to you in defining your future state?</td>
<td>● Are people aware of their role?</td>
</tr>
<tr>
<td>● How do you currently do:</td>
<td>● What needs of the organization are you hoping to address?</td>
<td>● Are they empowered to carry out their role?</td>
</tr>
<tr>
<td>o IT Strategy</td>
<td>● What is the role of EA, IT Governance, and ITSM in your future state?</td>
<td>● How do you expect to measure success?</td>
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<tr>
<td>o IT Portfolio Management</td>
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<td>o Engagement With Non-IT Stakeholders</td>
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<tr>
<td>o Guiding the Design of IT Products, Services, and Processes</td>
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Questions & Discussion

Join the Conversation

The higher education IT community continues to develop these practice areas in the EDUCAUSE Community Groups:

- IT Governance, Risk, and Compliance (ITGRC)
- Information Technology Service Management
- Itana (Enterprise, Business, and Technical Architecture)

We encourage you to join the conversation and shape best practices and the connections between these areas.
Contact Us

Debbie Carraway, Director of Information Technology, College of Sciences, North Carolina State University
dlcarraw@ncsu.edu

Piet Niederhausen, Enterprise Business Architect, University of Washington
pietn@uw.edu

Beth Schaefer, Chief Operating Officer, University of Wisconsin–Milwaukee
beths@uwm.edu