A Strategic Enabler, Not a Technical Function

Advancing Enterprise Architecture in Higher Education

Shane Green — Principal Enterprise Architect
Mike Duffin — Director, Software Development & Systems Integration

Digital Transformation (DX) Division · Utah Valley University

EDUCAUSE Annual Conference 2026 · Denver, CO

Enterprise Architecture at UVU

A strategic enabler — not a purely technical function.

Our stance

Enterprise Architecture connects institutional priorities, business capabilities, data, and technology investments — introduced as a pragmatic, institution-wide discipline that builds shared understanding and adoption incrementally, rather than through formal authority.

How we work

- Capability mapping as a common language across Technology and functional units
- Right-sized governance that guides decisions without bureaucracy
- Cross-campus collaboration and stakeholder trust
- Value demonstrated incrementally, not mandated top-down
- Technology aligned to mission and student success

Part of UVU's Digital Transformation (DX) Division.

What We'll Cover

1

The Journey

From silos to a systems-oriented model

2

The Challenge

The costs of high decentralization

3

The Tools

Artifacts that operationalize EA

4

The Solutions

A pragmatic, outside-in approach

5

The Payoff

Value, and the standards that guide it

1 The Journey

From impromptu decisions to an intentional, systems-oriented model

WHERE WE STARTED

1 Siloed

Decentralized units, duplicated capabilities, and fragmented data. Decisions made project by project.

2 Shared Language

Capability mapping introduces a common vocabulary across Technology and functional teams.

3 Coordinated

Right-sized governance and roadmaps guide decisions — standardization balanced with local flexibility.

WHERE WE'RE HEADED

4 Systems-Oriented

Investments aligned to mission and student success. Interoperable, transparent, and strategic.

The shift is mostly organizational, not technical — a coordinated, intentional way of deciding together.

2 The Challenge

The costs of high decentralization

- Disparate systems and duplicated processes across units.
- Fragmented data that obscures any institution-wide view.
- Non-strategic, project-by-project decisions.
- Barriers to efficiency, innovation, and student success.

“The barrier isn't the technology — it's the absence of a shared, strategic view across the institution.”

— the case for Enterprise Architecture

3 The Tools

Practical artifacts that operationalize EA

Capability Models

A shared map of what the institution actually does — the foundation for a common language.

Roadmaps

Sequencing change toward the target state, so investments build on one another.

Reference Architectures

Reusable patterns that set direction without dictating the details.

4 The Solutions

An outside-in perspective: bring established EA practice into higher ed

Speak in Capabilities

A shared vocabulary makes priorities, gaps, and opportunities visible across Technology and the business.

Governance that guides, not gatekeeps

Shape decisions without unnecessary bureaucracy; balance standards with the local flexibility campuses need.

Earn Traction, Don't Mandate

Demonstrate value incrementally to build trust, rather than imposing top-down authority.

Translate Value

Communicate value to technical and non-technical stakeholders alike, building trust in a decentralized culture.

5 The Payoff

What changes when EA takes hold

Outcomes

- Less duplication and redundancy across units
- Greater interoperability between systems
- More transparent, strategic decision-making
- Investments aligned to mission and student success

Architecture Standards

1. **Leverage before Buy before Build**
2. **Strategy first, technology second**
3. **Standardization with Flexibility**
4. **Governance & Risk Management**

Presenters & Contact

Shane Green

Principal Enterprise Architect, UVU

AI Steering member, Applied AI Institute. 25+ years across enterprise architecture, infrastructure, and security — connecting strategy with execution through governance models, data platforms, and digital transformation.

sgreen@uvu.edu

Mike Duffin

Director, Software Development & Systems Integration, UVU

Leads custom application development and system integration across the university — known for connecting disparate systems and streamlining institutional workflows to improve operations and the student experience.

Mike.Duffin@uvu.edu

Utah Valley University · Digital Transformation (DX) Division

EDUCAUSE Annual Conference 2026 · Denver, CO

Scan for resources