Enterprise Architecture and SOA

Common Solution Group
May 23, 2007

Jim Phelps
Sr. I.T Architect, UW-Madison
Chair, ITANA
Agenda

• 8:30 - 10:00   ITANA and Enterprise Architecture
  •    ITANA Metrics and issues
  •    Bruce V, Tom B, RL Bob - Architecture in your institution
  •    Jim P - Architecture Organizational Models
  •    Mark P - Mapping Arch to Action

• 10:00 - 10:30   Next steps (for ITANA)

• Break

• 11:00 - 11:30   Paul H - SOA panel discussion
• 11:30 - 12:15   CSG discussion about SOA
• 12:15 - 12:30   CSG next steps in SOA
ITANA Update

• Started up in January, 2007
• EDUCAUSE CG went live Feb 21, 2007
• 23 People at Face 2 Face
• 91 People on the Constituent Group
• http://www.itana.org
CSG Short Presentations: Report out of the ITANA meeting - "Architecture In Your Institution"

Bruce Vincent, Stanford University

May 23, 2007
Columbia University
ITANA - IT Architects in Academia

Redux - Architecture At Your Institution
- Governance and Influence
- Portfolio Management
- Architectural Review
- IT Architecture and Technology Strategy
- Stanford Profiles in IT Architecture
Governance and Influence

- Gradient of Governance Across Institutions
- Most Agreed Influence More *Practical*
- Influence Needed Early To Matter
- Technical Stakeholder Involvement
Portfolio Management

- Governing Through Strategic Investments…
  …and Divestitures
- Resource Allocations of Material and Manpower
- What matters to the Exec’s?
Architectural Review

- Viability and Relevancy of Architectural Review
- Composition of Review Board
- Process and Outcomes
IT Architecture and Technology Strategy

- IT Architecture Focuses on Design and Standards
- Technology Strategy Focuses on Trends and Levels of Investment
- Varied Definitions and Sense of Relative Importance
Stanford Profiles in IT Architecture

- Systems Governance Group
- Faculty Subcommittee on Computing
- Portfolio Management Team
- Technology, Architecture and Strategy Council (TASC)

- Some new constructs…
Models of EA Implementations

- Informal / Ad hoc Architecture
- Isolated Architect - buried in one group
- Federated Architecture - Architecture deputies around campus working together
- Head Architect with Domain Architects
- Central Architecture Review of Projects
Other aspects that (might) affect positioning

- Do you Build or Buy software?
- Do you outsource?
- others?
# Facets

- **Where do you report?**

<table>
<thead>
<tr>
<th>Manager</th>
<th>Director</th>
<th>CIO</th>
<th>Provost</th>
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- **Range of effect: Projects in**

<table>
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<tr>
<th>Group</th>
<th>Department</th>
<th>Multiple Depts</th>
<th>Across Campus</th>
<th>All Projects</th>
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- **When do you engage**

  | On set | | | | After Launch |

- **Method of engagement**

  | Pleading | Recommending | Requirements | Project Review | Project Gate |
Other tidbits

• Identity Management seems to be the gateway architecture

• Portfolio and Project Management seems to an entry point for architectural planning

• Laws seem to motivate
Architecture to Action

5/23/2007 CSG Architecture Workshop
Mark Poepping
Head IT Architect
Computing Services, Carnegie Mellon
One Claim

- The measure of architecture is in its practical ability to help do better work in a better way.
  - Can’t just spout ‘frameworks’, models, complications
  - Can’t just shoot holes in others’ ideas
  - Architecture guidance can gain many successes but won’t have uniform influence…
  - Architecture only matters if there is positive impact (objective/subjective?)
Ways to gain Traction

• How is Architecture ‘connected’
  – “Nature of Influence”

• Some models…
  – Connected by leadership
    • CIO/CTO/Boss decrees/enforces
  – Connected by process
    • Portfolio management (projects)
    • Business Process Review (continuing service support)
  – Connected behind the scenes
    • Ah Hoc discussions; alignment; “social work”
  – Others?
Areas to Leverage Traction

• Where to “apply” Architecture
  – Scope of Influence

• Some models…
  – Infrastructure-only
  – IT-only
  – Enterprise-wide
  – Enterprise plus “research support”
  – Others?
Elements of Traction
One Model (Perspective: Artifact, Use)

1. What we do
   • Operating Architecture
   • How does it work?

2. How we think about it
   • Models, Pictures
   • How to organize thinking/issues

3. How we talk about it
   • Glossary
   • What words help us understand

4. What we could do (general, objective)
   • Benchmark, research, experiment
   • Feasibility, familiarity

5. What we should do (general, subjective)
   • Default postures
   • Formative guidance

6. What we should be concerned about these days
   • Gaps, Key concerns/risks
   • Inform/suggest project potential

7. How something should be done
   • Technical checkpoints, outcomes, sequence
   • Improve chances of success

8. How’s it goin’
   • Ad Hoc consult/assist
   • Informal help/facilitate
Next Steps

- EDUCAUSE Presentation - Role of Architecture and value
- Architecture Maturity Model / Architectural Implementation Model - Survey of Institutions
- Peer list for Peer Reviews of architectural practices and products
- Guidebook for growing EA *(maturity)*
- Shared Use Case / Requirements Documents (outsourcing email as an example)
- Data Management - metadata, best-practices re: which technology for which files
- Common integration for common applications
- Taxonomy of Pain - what are the pain points and what are the solutions
- SOA - Best of breed SOA tools, SOA Governance
- Role of vendors (Burton, Gartner, IBM, Sun et al) - when do you use them? What are they good at?