

# 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>



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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?

Manager	Director	CIO	Provost
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- Range of effect: Projects in

Group	Department	Multiple Depts	Across Campus	All Projects
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- When do you engage

On set				After Launch
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- Method of engagement

Pleading	Recommending	Requirements	Project Review	Project Gate
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# 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...  
Social work
  - 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?