

# Starting Up in EA

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**The University of British Columbia**

How do you get  
started?



It depends...

# Setting The Context



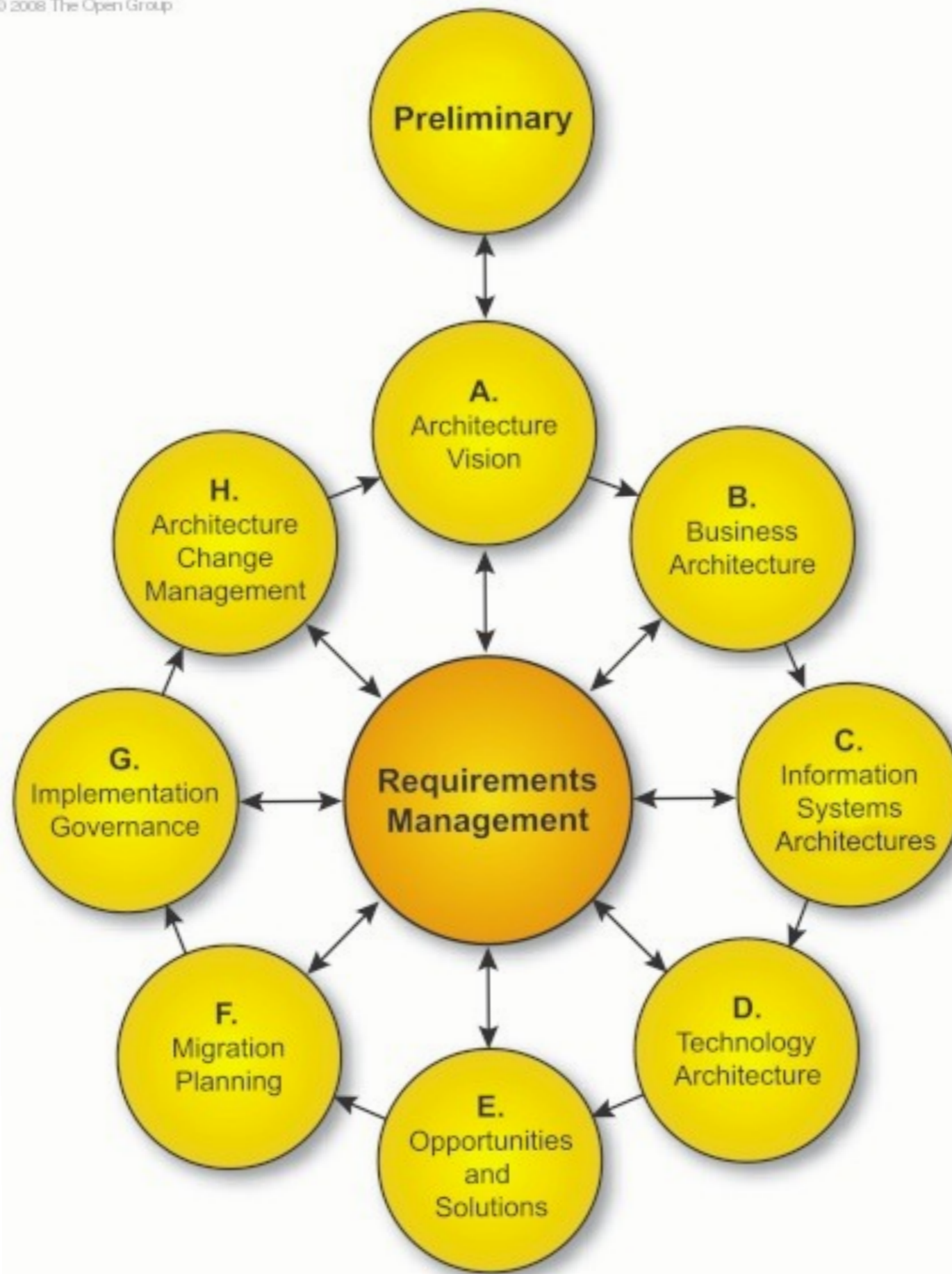
# JISC Enterprise Architecture Pilot

KING'S  
*College*  
LONDON



CARDIFF  
UNIVERSITY  
PRIFYSGOL  
CAERDYDD



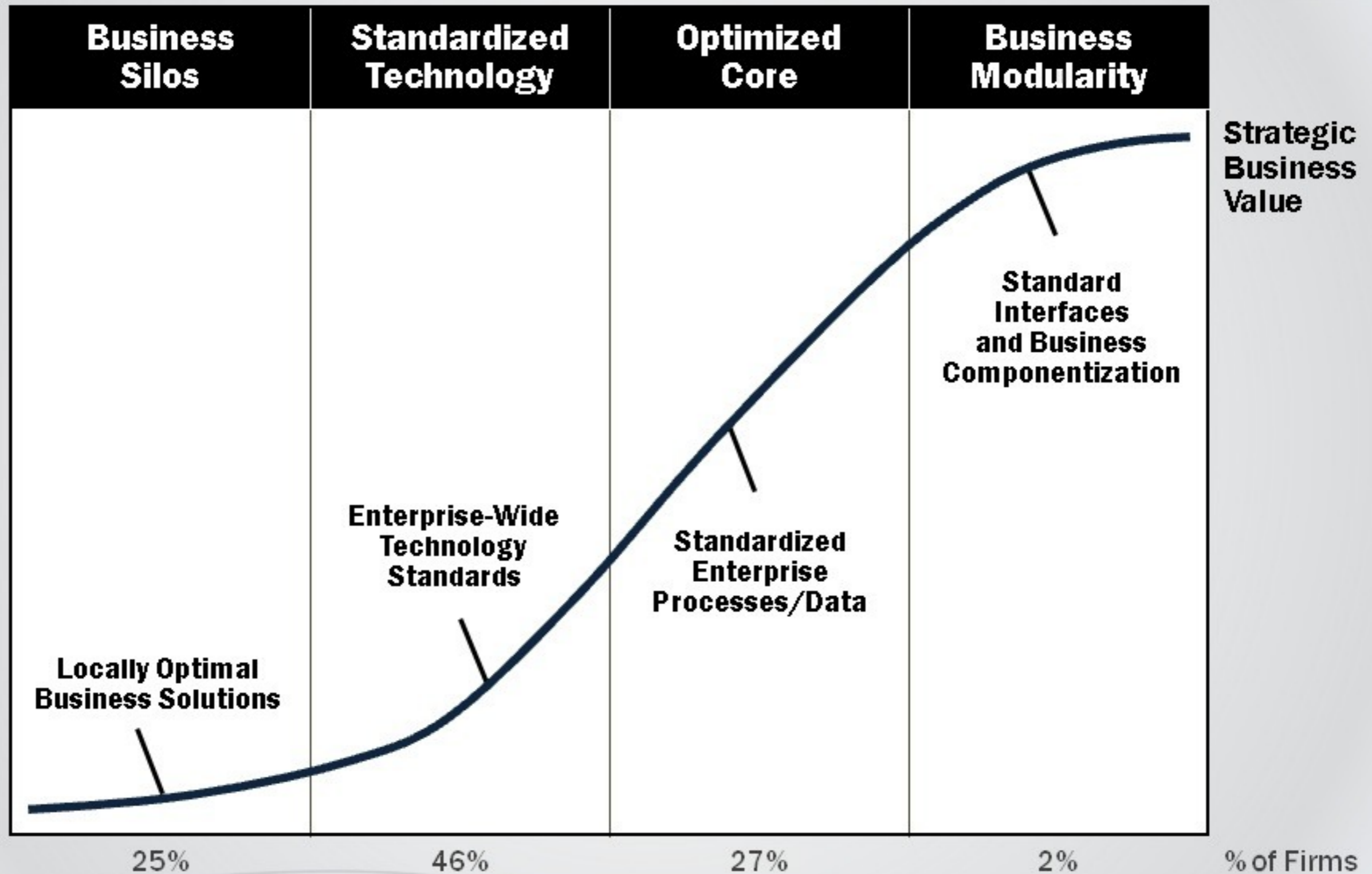


# Four operating models

|                                         |             |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Process Integration</b>     | <b>High</b> | <p style="text-align: center;"><b>Coordination</b></p> <ul style="list-style-type: none"> <li>■ Unique business units with a need to know each other's transactions</li> <li>■ <b>Examples:</b> Commonwealth Bank of Australia, MetLife, Aetna</li> <li>■ <b>Key IT capability:</b> access to shared data, through standard technology interfaces</li> </ul> | <p style="text-align: center;"><b>Unification</b></p> <ul style="list-style-type: none"> <li>■ Single business with global process standards and global data access</li> <li>■ <b>Examples:</b> Southwest Airlines, Dow Chemical, UPS Package Delivery</li> <li>■ <b>Key IT capability:</b> enterprise systems reinforcing standard processes and providing global data access</li> </ul> |
|                                         | <b>Low</b>  | <p style="text-align: center;"><b>Diversification</b></p> <ul style="list-style-type: none"> <li>■ Independent business units with different customers and expertise</li> <li>■ <b>Examples:</b> Johnson &amp; Johnson, Pacific Life, ING</li> <li>■ <b>Key IT capability:</b> provide economies of scale without limiting independence</li> </ul>           | <p style="text-align: center;"><b>Replication</b></p> <ul style="list-style-type: none"> <li>■ Independent but similar business units sharing best practice</li> <li>■ <b>Examples:</b> Marriott, 7-Eleven Japan, ING DIRECT</li> <li>■ <b>Key IT capability:</b> provide standard infrastructure and application components for global efficiencies</li> </ul>                           |
|                                         |             | <b>Low</b>                                                                                                                                                                                                                                                                                                                                                   | <b>High</b>                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Business Process Standardization</b> |             |                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                           |



# Enterprise architecture builds agility over time



Center for Information Systems Research (CISR)

© 2009 MIT Sloan CISR - Ross

Source: *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, J. Ross, P. Weill, D. Robertson, HBS Press, 2006.

Percentage of firms in each stage updated based on a survey of 1508 IT executives.



The JISC logo is displayed in a bold, orange, sans-serif font against a dark blue background.

Technology & Standards Watch  
Early Adopter Study

A photograph of a modern office interior with glass partitions, desks, and office equipment, viewed from an elevated angle. The image is overlaid with a semi-transparent blue rectangle containing text.

# Doing Enterprise Architecture:

Enabling the agile institution

The JISC logo is displayed in a bold, orange, sans-serif font on a white background.

**Technology & Standards Watch (TechWatch)**  
[www.jisc.ac.uk/techwatch](http://www.jisc.ac.uk/techwatch)

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First published: August, 2009

**Unleashing EA: Institutional Architectures and the  
value of joined up thinking**

by

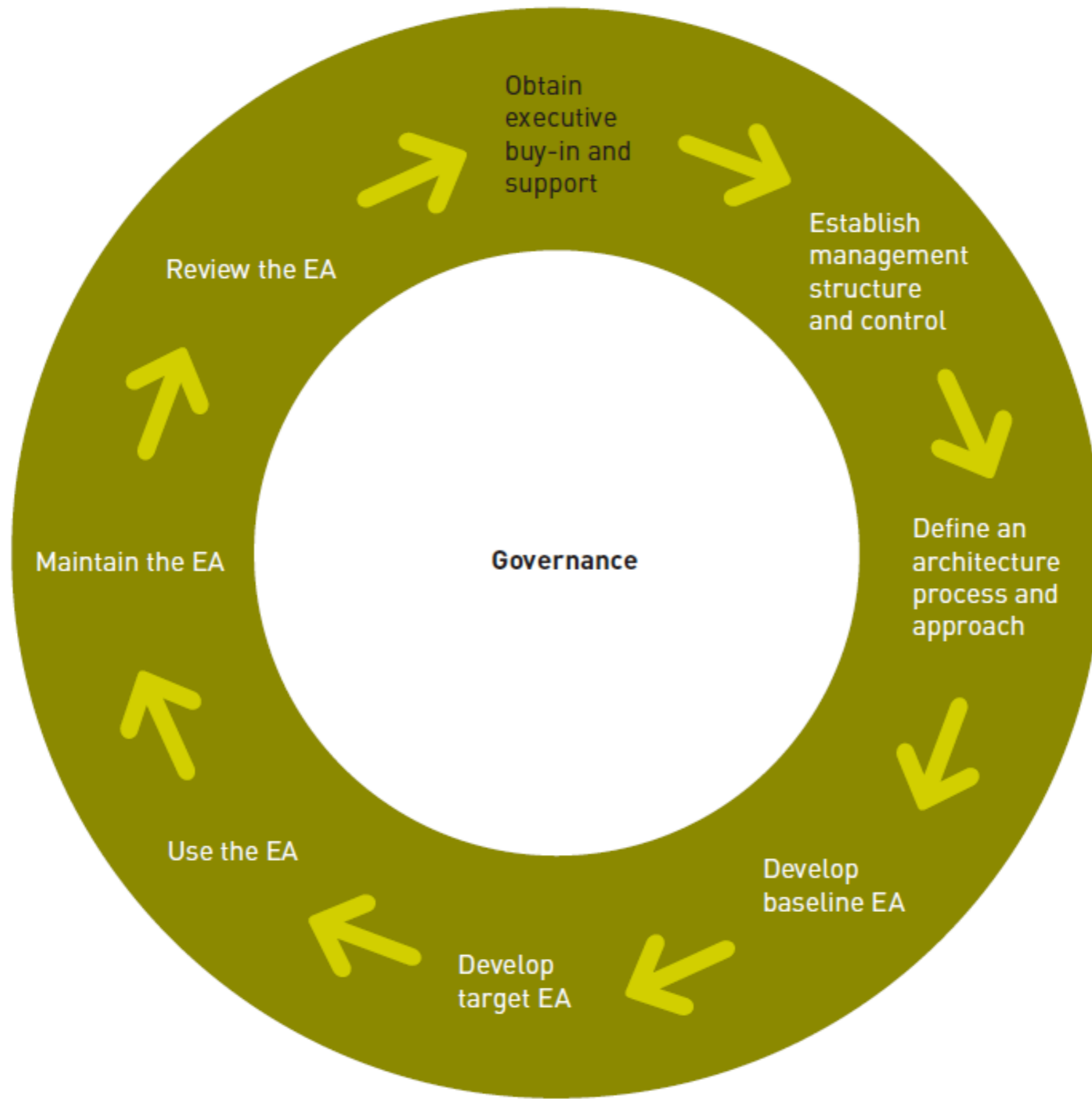
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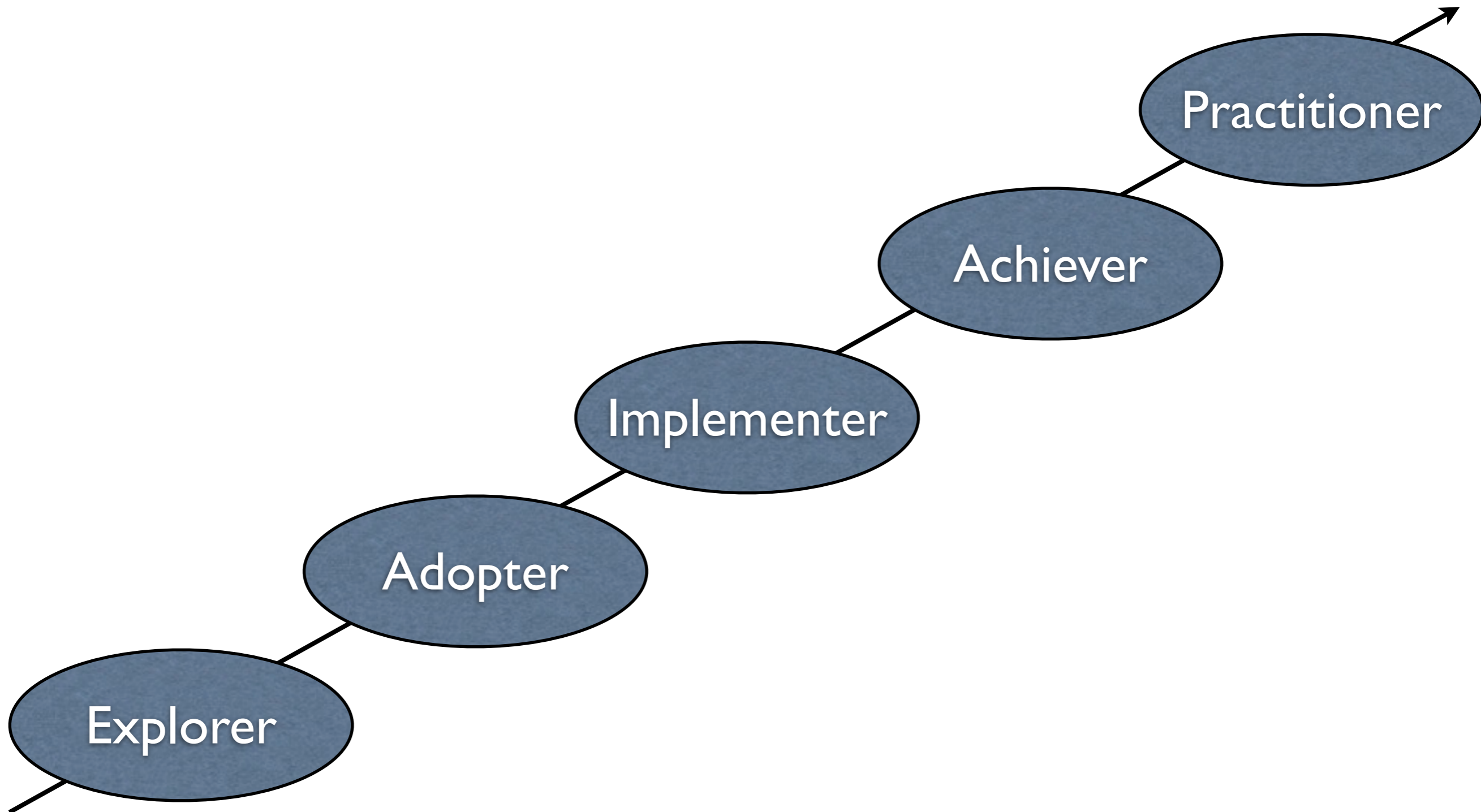
|                        |                                                                               |
|------------------------|-------------------------------------------------------------------------------|
| Original source        | <a href="http://www.jisc.ac.uk/techwatch">http://www.jisc.ac.uk/techwatch</a> |
| Version                | 1.0                                                                           |
| This version published | August, 2009                                                                  |
| Publisher              | JISC: Bristol, UK                                                             |
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# JISC Flexible Service Delivery Programme

Enterprise Architecture Practice Group

# The JISC “Road to Value”



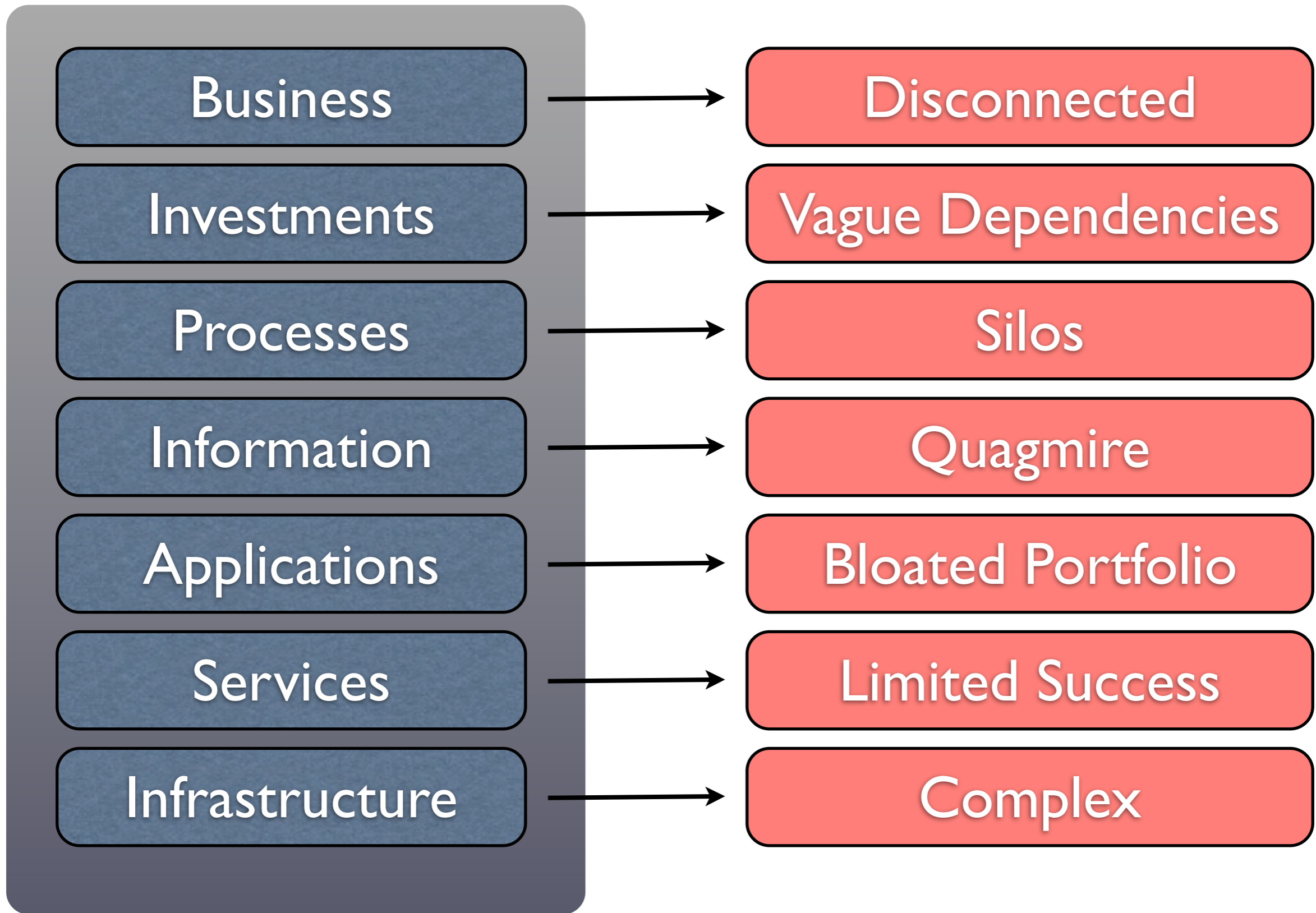
# The Road To Value

|                     |                                                                                         |
|---------------------|-----------------------------------------------------------------------------------------|
| <b>Explorer</b>     | researching, investigating EA, identifying potential change projects, developing a case |
| <b>Adopter</b>      | planning, orienting, engaging with colleagues, designing a live project                 |
| <b>Implementer</b>  | initial project under way, with training and support                                    |
| <b>Achiever</b>     | First results, impact and <b>value</b> evident - may be hard to quantify at this stage  |
| <b>Practitioner</b> | EA is an established professional approach for strategic change and development         |



# EA Areas of Interest

# Reality Check

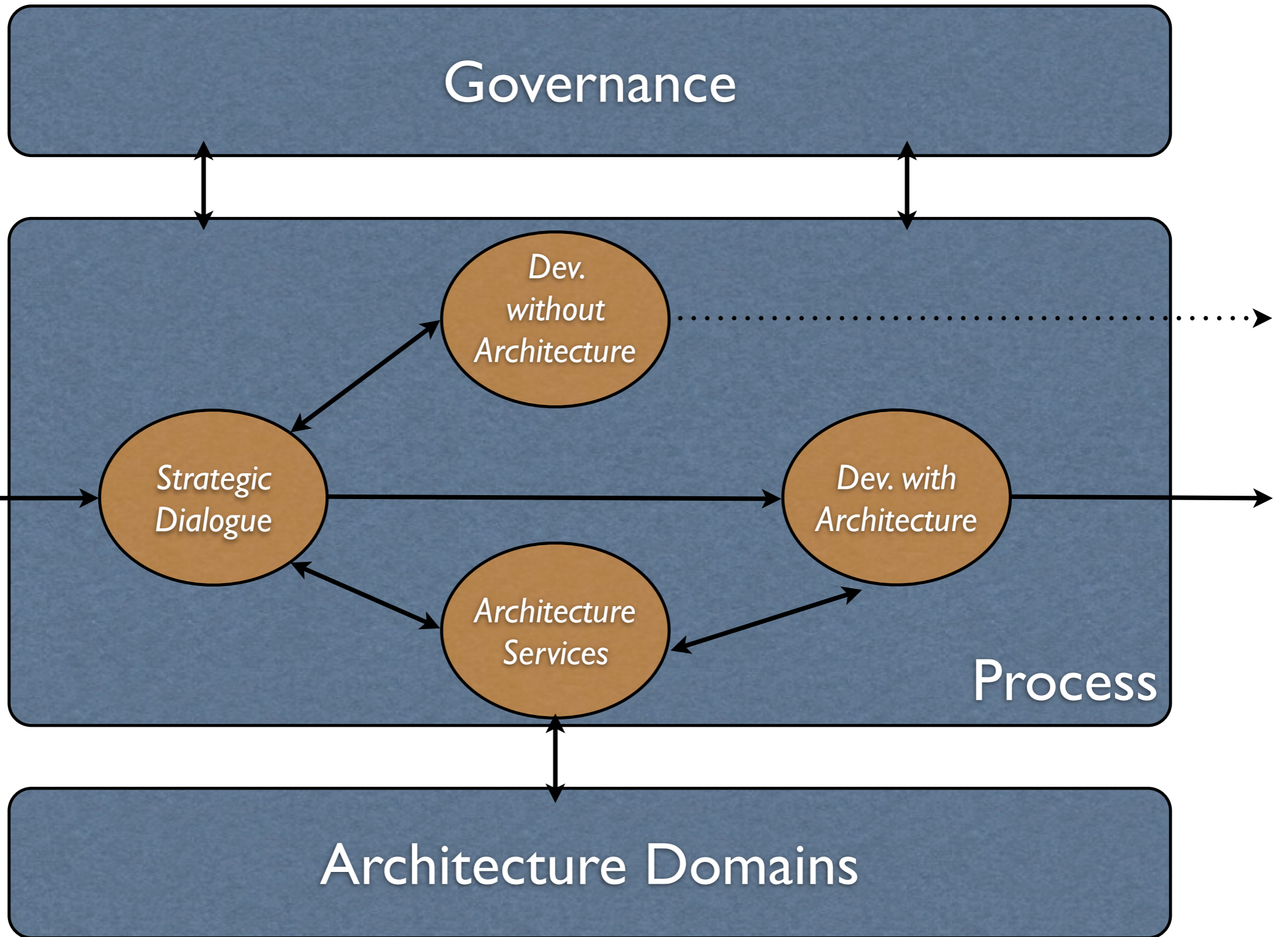


Mike Rollings (2010), Gartner



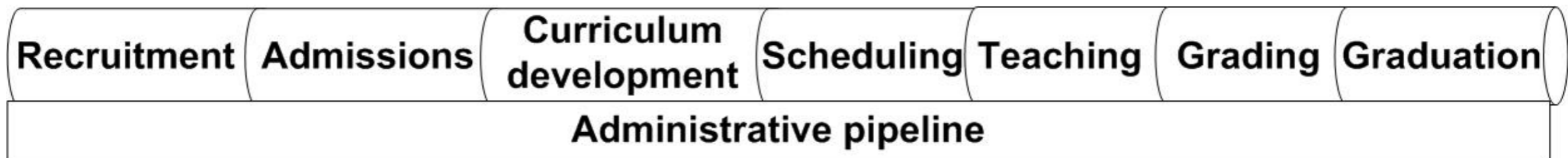
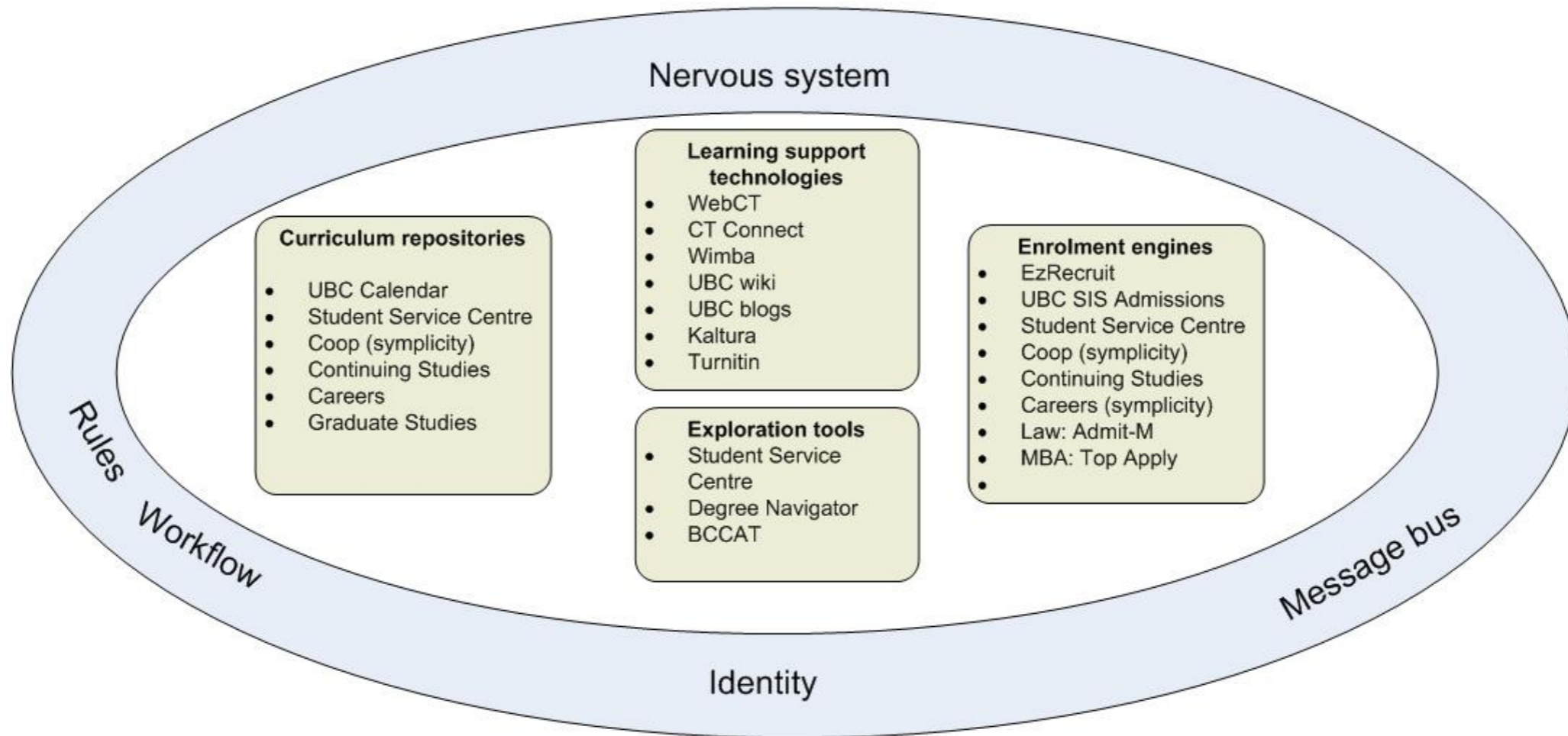
EA is the foundation for planning, coordinating and implementing information management and information technology across campus. It will ultimately benefit end users of systems by:

- improving communications between the Academic Enterprise and IT stakeholders both within the UBC community and external to UBC
- streamlining and improving access to information
- provide fully integrated customer-centred service delivery
- creating an open, standard I&IT environment that is easy to maintain and to expand
- identifying opportunities for business change
- gauging emerging technology on a timely basis
- establishing productive relationships with vendors and partners
- shaping an effective planning and management framework for all other I&IT architectures



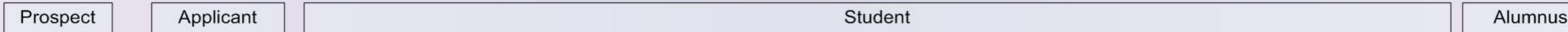
(Van Den Berg et al. 2007)







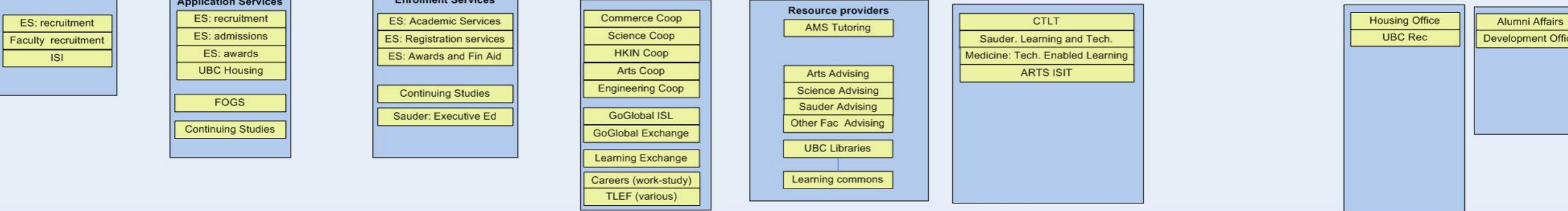
### Learners



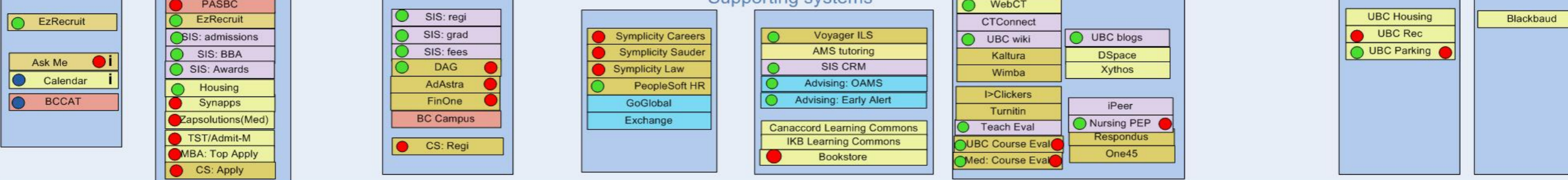
### Process



### Process owners



### Supporting systems



### Knowledge bases



### Legend

|  |                                      |                                                                  |                    |                                        |            |
|--|--------------------------------------|------------------------------------------------------------------|--------------------|----------------------------------------|------------|
|  | Custom solution run by UBC IT        |                                                                  | CWL enabled        |                                        | Symplicity |
|  | Service run by BC Ministry of Ed     |                                                                  | Authentication n/a |                                        | Ask Me     |
|  | Vended solution run by UBC IT        |                                                                  | Not CWL            |                                        | AdAstra    |
|  | Vended solution. Resp business owner | Circle on left: authZ for student facing app. Admin app the same |                    | Two circles: Left=student, Right=admin |            |
|  | SITP                                 | Circle on right: admin only                                      |                    |                                        |            |

**Abbreviations**

|      |                                             |     |                                  |
|------|---------------------------------------------|-----|----------------------------------|
| AMS  | Alma Mater Society (Student Society)        | ILS | Integrated Library System        |
| BBA  | Broader Based Admissions                    | ISI | International Student Initiative |
| CRM  | Customer Relation Management                | PEP | Nursing Practice e-Portfolio     |
| CS   | Continuing Studies                          | SIS | Student Information System       |
| CTLT | Centre for Teaching and Learning Technology |     |                                  |
| ES   | Enrolment Services                          |     |                                  |
| FOGS | Faculty of Graduate Studies                 |     |                                  |
| HR   | Human Resources                             |     |                                  |
| IKB  | Irving K Barber Learning Centre             |     |                                  |





# DISCUSSION



# Developing a Vision

- In groups, pick an area of practical concern for you
- Discuss the questions around how you might develop a vision for architecture work
- Think about existing working structures and capabilities, as well as potential pitfalls
- Capture key points, comments and questions
- Develop an elevator pitch vision for what you want to achieve

# Questions to ask yourselves

**What is the outcome we're  
looking for?**

**What are we trying to achieve  
with architecture?**

**What is the business question  
we need to answer?**

**What sort of things  
should we be  
producing?**

**What level of ambition  
should we have? Have  
far should we leap?**

**Spend time building  
principles, guidelines  
and standards OR  
develop models?**

**How do we 'sell' EA  
and the work we do to  
the community?**

**How will you split your  
time between creating  
outputs and building  
the practice?**



**How will you define  
the role of the  
architect(s) at your  
organization?**

**Where in the  
organization will the  
architecture function/  
role report?**

**Who do you need to  
involve in your  
architecture work?**

**What does your  
Governance model  
look like? Where does  
EA fit?**

**How do you measure  
your success?**

**What are the pitfalls?**

# Report Out

# Further Resources

A comprehensive view of the resources used in this section can be found on the ITANA wiki at: [goo.gl/aoP00](http://goo.gl/aoP00)