Information Technology Planning & Strategy

Enterprise Architecture Maturity Model

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EA CMM Assessment Process

The CMM Assessment process the EA team followed:

1. **Research** – googled *"Enterprise Architecture Capability Maturity Model",* found many EA CMMs. Reviewed and selected the "best fit" (DoC).

2. **Identified Maturity Levels** – SEI CMM classic model for software development specifies: 1 - Initial, 2 - Managed, 3 - Defined, 4 - Advanced, 5 - Optimized. We ultimately used them for consistency.

3. **Identified "Capability Areas"** (a.k.a. *Inputs* or *Key Process Areas*) – identified (reworked actually) key areas for capability improvement (and measurement) over time as you progress from level to level. Things you need to get better at.

4. **Defined "Characteristics" for each level** – defined (reworked actually) specific, measurable qualities or traits of each Capability Area at each level, stated as Y/N question or statement (e.g. Goal). I tried to use SMART (Specific, Measurable, Attainable, Relevant & Time related) as a guide.

5. **Created an EA CMM Scorecard** – developed a google sheet to group and score characteristics by Capability Area. Created a scoring column for each member of the EA Team.

6. **Scored EA Capability Maturity Collaboratively and Conservatively** – had each individual team member score EA Capability Maturity using the google sheet. We were very hard on ourselves. After all, if we overstate our maturity, getting to the next level will just be that much more difficult. Used a "radar" chart to illustrate scoring.

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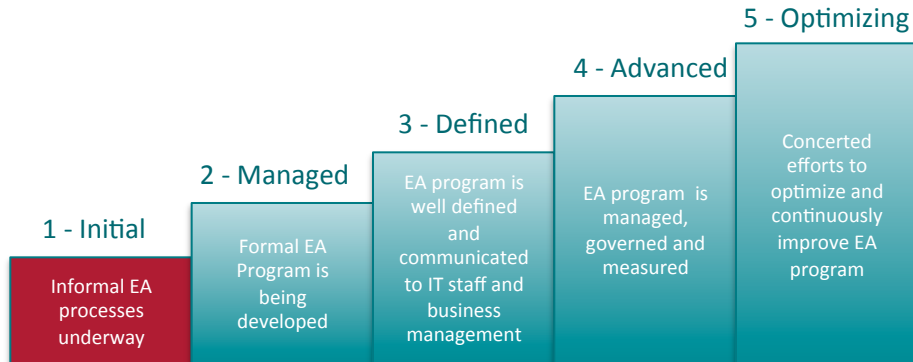
EA Maturity Key Process Areas

Maturity of Enterprise Architecture will be measured in the following "Capability Areas":

1. **EA Processes** - *Are there established Enterprise Architecture processes?*

2. **Architecture Development** - *To what extent is the development and progression of the University Operating Units' Enterprise Architecture documented?*

3. **University Strategy Alignment** - *To what extent is the EA linked to university strategies or drivers?*

4. **University Leadership Support** - *To what extent are the senior managers of the Operating Units involved in the establishment and ongoing development of the Enterprise Architecture?*

5. **University Participation** - *To what extent is the EA process accepted by and representative of the Organization?*

6. **EA Communication** – *To what extent is EA documented, communicated and accessible?*

7. **Security Architecture** - *To what extent is IT Security integrated with the EA?*

8. **Governance** - *To what extent is an Architecture governance (governing body) process in place and accepted by senior management?*

9. **IT Investment & Acquisition Strategy Alignment** - *To what extent does the Enterprise Architecture influence the IT Investment and Acquisition Strategy?*

Miami EA Current State

*Miami University's current ACMM level of architectural maturity is "Initial".*

- No formalized EA program or framework, much less participation

- No standardized current or future architecture representation, much less a roadmap

- Architecture has not been a major consideration in IT governance

- Inconsistent institutional understanding of Miami IT Assets

- Little or no communication of architectural standards and principles

5 - Optimizing

4 - Advanced

3 - Defined

2 - Managed

1 - Initial

Informal EA processes underway

Formal EA Program is being developed

EA program is well defined and communicated to IT staff and business management

EA program is managed, governed and measured

Concerted efforts to optimize and continuously improve EA program

Architecture
Capability
Maturity
Model

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EA Capability Maturity Assessment Illustration

EA Capability Maturity 2013
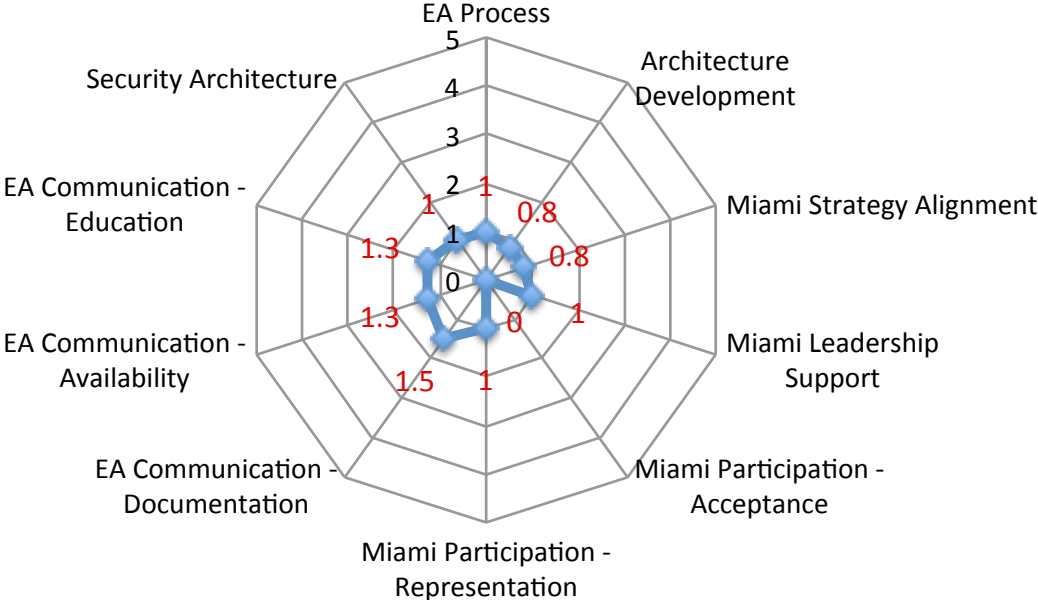
EA 2013/14 Strategy

The overall goal for 2013/14 is to achieve ACMM Level 2 – Managed, which implies the following characteristics:

1. Documented, repeatable EA framework and processes with clear roles and responsibilities

2. Well defined and communicated EA vision, charter, principles and standards

3. Well defined EA domain standards used for IT acquisition and development architecture reviews

4. Trained EA practitioners and informed, overtly supportive leadership

5. Current and future state architecture views under development and available on an EA web site

6. IT Investment Roadmap under development and available on an EA web site

7. EA components linked to university strategy and division plans

8. Academic, Administrative and IT awareness of and limited participation in EA

9. Limited EA participation in IT procurement, development and governance processes

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