Just Enough EA
Transforming UK Universities

UNICOM EA Forum
Achieving Business Efficiency & Innovation
27 September 2012

David Rose
Boardroom Associates & The Open Group
d.rose@opengroup.org
dirose@boardroomassociates.co.uk
In brief....

- Smaller organisations *can* do EA
- *Do a project with EA, not and EA project*
- Take time to think: ‘approach’ vs ‘thing’
- Understand the organisation
- Communicate and get support
- Think business value – ‘3Es’
- Do Just Enough ‘stuff’
- Learning, by doing, *together*  
  – *(it’s the people, stupid!)*
Joined Up!
What Is Enterprise Architecture?

The ‘FD Test’

- Holistic, organised
- Insight ‘what the hell we do…’
- Understanding
- Enabling Change
- The business & IT

As Is >> To Be

Approach/Thing

- “A disciplined way of managing change where business strategy and IT are involved
- Being joined up, so processes, information and systems work together, cut costs and increase quality and service to customers – and stay that way”
- For HE & FE: More with less, and better. Effective information is key to survival and beyond. The digital business platform.
- The ‘3 Es’
Clearer, simpler (and tastier)

As Is       To Be
Architecture as a response to complexity
Business Driven: Core Diagram
Start of an Enterprise Architecture

from dream to achievement

- Financial Management
- Marketing Management
- HR Management
- Quality Management
- Corporate Governance

- Student Recruitment, Development and Support
- Learning, Teaching and Assessment
- Research and Scholarship
- Commercial Enterprise and Technology Transfer

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(John Townsend. LJMU 2010)
Enterprise IT Strategy Focus

• Meet key requirements arising from the new market inspired regime and UCLan’s response through the UCLan Advantage
• Meet key business requirements required to ensure our ability to execute sound management decisions during this period of change
• Enhancing the learning environment for students with significantly improved digital services
• The continuation and improvement of the agile and reliable IT infrastructure service upon which UK and increasingly the international business relies.
• Continued improvement in streamlining and automating business processes.
• Completion of existing projects such as Timetabling, International developments and KIS.

(Lucy Nelson, UCLAN 2012)
‘The Road to Value’

1. Explorer?
   - researching, investigating EA, identifying potential change projects, developing a case

2. Adopter?
   - planning, orienting, engaging with colleagues, designing a live project

3. Implementer?
   - initial project under way, with training and support

4. Achiever?
   - First results, impact and value evident - may be hard to quantify at this stage

5. Practitioner?
   - EA is an established professional approach for strategic change and development

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Learning, by Doing, Together
The Road to Value

Institution value

Explorer
Nottingham
Bloomsbury

Adopter
OU
Manchester CC
Gloucester
De Montfort
Durham
Plymouth
Southampton Solent

Implementer
Staffordshire
Kings
London
UCLAN
Leeds Met
St Andrews
Imperial
Bolton

Achiever
Leeds

Practitioner

Lincoln
Derby
Kingston
UCL
Sheffield Hallam
Surrey
Westminster
Heriott-Watt
Blackpool & Fylde
OU

Exeter

RHUL

Figurative University

+21

Professional value

EA Foundations Programme members

5 July 2011

5 July 2011

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Projects and programmes with EA

• ‘Timetabling’
  • Student facing data
  • Smart Cards
  • ID Management
• CRM
• Research admin
• ‘Student experience’ & lifecycle
  • IT Programme decisions
  • Procurement

• Student engagement
  • Service duplication
  • Admissions/Enrolment
  • Assessment, Learning, Teaching
  • Estates management
  • Shared services
  • Mobile integration
  • REF/HESA
• ‘Just Joined Up’

Cross cutting, change related, big benefits, burning platform, ‘SOA’
EA Practice Group 2010-2011
Learning, By Doing, Together

Programme Feedback and questions please contact: Dumebi Oderinde
Please register by 24 June 2011
Flexible Service Delivery Programme
Enterprise Architecture Practice Group
Enabling Strategic Change,' 5th & 6th
on Lakeside Centre, Birmingham B4


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Just Enough EA 27Sep2012: slide 15
EA Professional Agenda
‘Just Enough EA’

‘Management’

• Governance
• Engaging the organisation
• Making the case
• Architecture vision & principles
• Professional Capability
• Leadership
• Value & Impact
• Politics, Silos, Communication

‘Practice’

• ‘As Is’ to ‘To Be’
• EA Modelling
• Archimate®
• TOGAF®
• EA/SOA Maturity Assessments
• EA Tools, Repositories, Reuse
• Value & Benefits Management
• Governance

Managing Change
Just enough TOGAF®

http://www.opengroup.org/togaf/

Strategic planning/Governance

Programme Management

ITIL*

JMU

MSP

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Roehampton
Just Enough Archimate®

http://archi.cetis.ac.uk/
Engaging the organisation
Just Enough Governance

Monitoring Compliance Review

Business Applications Needs

‘Doing EA’

Information Management Steering Group

Business Membership

Architecture Principles

IT Steering Group

Business Membership

Investment & prioritisation

Methodology: MSP

IT Membership

Methodology: ITIL

Infrastructure

Development Programme

Benefits

‘Doing EA’ (John Townsend, LJMU 2010)
The 3 Es (+3)

Value & benefits must be measured, managed, realised

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<tr>
<th>Efficient</th>
<th>Effective</th>
<th>Enabling</th>
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<td>Enterprise</td>
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### The 3 Es (+3) Steps towards numbers

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<tr>
<td>EFFICIENT</td>
<td>Benefit</td>
<td>Less data entry</td>
<td>More efficient access to course information.</td>
<td>More data available to support decisions of applicants</td>
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<td></td>
<td>Impact</td>
<td>Staff time and satisfaction</td>
<td>Staff time saved</td>
<td></td>
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<tr>
<td>EFFECTIVE</td>
<td>Benefit</td>
<td>Holistic approach to the management of course data.</td>
<td>Better choices made</td>
<td>More suitable applications for courses, higher conversion rates</td>
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<tr>
<td></td>
<td>Impact</td>
<td>Clarification of ownership</td>
<td>Retention and student satisfaction improved</td>
<td>Easier access to data</td>
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</tr>
<tr>
<td>ENABLE</td>
<td>Benefit</td>
<td>Better sharing of data across the university</td>
<td>Better academic results</td>
<td>Reduction in the number of places students need to visit to access information</td>
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<tr>
<td></td>
<td>Impact</td>
<td>Staff time and satisfaction</td>
<td>Number of students achieving 1st or 2:1</td>
<td>Enhances UCLan’s reputation supports prospective students with course choices</td>
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Top Down vs Bottom Up
‘EA by Stealth’

Top Down
↓ Bristol ↑ M>W
↓ LJMU M>W
↓ Roehampton M
↓ Durham ↑ M
↓ UCLAN ↑ W
↓ Bolton ↑ M
↓ St Andrews ↑ W

Bottom Up
↑ Cardiff M
↑ Staffordshire W
↑ Imperial M
↑ Kings M
↑ Coventry W
↑ Falmouth W

Remember the Transformation Paradox!
Learning, by doing together

Modelling Bash – University of Sheffield

Today’s modelling bash was a get together of JISC funded projects (and others) to explore the use of Archi to develop Enterprise Architecture (EA) models. Modelling blaches are self-organised events, so my attendance was very much a one of fact-finding and knowledge sharing. Ian Anderson (Coventry University) introduced the day before ensuring the main reasons for people attending the event which ranged from:

- Using Archi (how and when)
- Communicating EA models back to people who don’t understand EA
- Using EA to develop a systems strategy

Before handing over to Jo Smith (University College Falmouth), Ian made a very important point in that there is a difference between process mapping and EA Modelling.

University College Falmouth (UCF)

Jo then provided an overview of UCF’s EA journey so far. To give some context UCF is quite a small institution. This might give off the impression that is easier for UCF to develop EA models however they still have to deliver and manage the same kind of systems as everyone else with much less resource. They have a very small training budget and generally try to make use of existing resources from across the sector. It was nice to hear how grateful Jo was for their involvement with JISC, opening up access to new resources and networks.

Part of Jo’s role was to come up with a better way of managing projects across the organisation to ensure UCF’s investments resulted in the best possible student experience. UCF want to manage projects more effectively, and there is a project version available. By using EA, as a tool, it helped UCF to decide what they should/found.UCF are also using the impact calculator to manage benefit although still find this a difficult thing to do, a message echoed by many others from across the sector.

http://emergingpractices.jiscinvolve.org/wp/
Find out more

- http://www.jiscinfonet.ac.uk/flexible-service-delivery/ea/ea-pilots
- http://emergingpractices.jiscinvolve.org/wp/
- http://www.jiscinfonet.ac.uk/infokits/ea
- http://archi.cetis.ac.uk/
  
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