Enterprise Architecture Model
CIO Council Update

March 21, 2016
Agenda

• Purpose and Intended Outcomes
• Approach to Defining Enterprise Architecture (EA)
• The Activity-Based model for EA at Harvard
• Describing the Enterprise Technology Architecture Board (ETAB)
• Harvard Enterprise Architecture Taskforce (HEAT) projects
Purpose and Intended Outcome

• Purpose
  – To present the high-level model for Enterprise Architecture Practice
  – To introduce the new Enterprise Technology Architecture Board

• Intended Outcome
  – Validate proposed EA approach and ETAB activity
Approach to Defining Enterprise Architecture

- Re-Evaluate: Identify Places Where EA Can Make an Impact

- Requirements and Needs
- Enterprise Technology Assessment
- Technology Trends and Best Practices

**Enterprise Architecture Implementation Plan**

- **Security**
  - User Experience
  - Applications and Software Components
  - Interoperation
  - Data
  - Middleware
  - Infrastructure and IaaS
  - Networking

- **Advisories, Methodologies, and Principles**

- **Patterns and Reference Architecture**

- **Outreach and Training**

- **Communication & Education**
  - Architects
  - UX Consultation
  - Ad-Hoc Consultation
  - ITCRB and PRC Reviews
  - Evaluate Skills & Organizational Needs
The Activity-Based model for EA at Harvard

ETAB

Process-Driven Reviews

Collaboration/Review

Embedding and Education
The Activity-Based model for EA at Harvard

Activity Focus

ETAB

Process-Driven Reviews

Collaboration/Review

Embedding and Education

Two-Way Communication

Tactical and Strategic Views

Generalized to Specific

Leadership and Community-Led
Key EA Activity: ETAB

ETAB

Process-Driven Reviews

Collaboration/Review

Embedding and Education
## Architecture Board Vision

### Our Vision for the Enterprise Technology Architecture Board

Implement an inclusive process that guides project teams across Harvard by researching and making key technical decisions and by exposing opportunities for technology alignment and optimization and sharing of knowledge.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Guiding Principles</th>
<th>Key Performance Indicators</th>
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<tbody>
<tr>
<td>• Define an IT architecture governance process that provides technical guidance and</td>
<td>• Decisions are precedent, not immutable laws</td>
<td>• Alignment with decisions in future projects</td>
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<tr>
<td>constraints where they would be useful</td>
<td>• Decisions, and the rationales behind them, must be published and shared</td>
<td>• Engagement across Harvard – number of teams/programs/projects represented in decision</td>
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<tr>
<td>• Implement a process that is useful for Harvard as a whole</td>
<td>• Wide input is solicited before decisions are made</td>
<td>backlog</td>
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<td>• Implement a process that is nimble</td>
<td>• Aim for architectural and operational simplicity</td>
<td>• Time to produce decisions</td>
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<td>• Implement a process that is recognized as accessible and transparent</td>
<td>• Minimize the number of standard platforms</td>
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<td>• Include mechanisms to endorse and publicize work of implementation teams</td>
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<td>• Leverage collaboration tools</td>
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Key EA Activity: ETAB

Activities

Backlog Topic Discovery → Topic Prioritizing & Selection → Proposal Refinement → ETAB Finalizes Outcome → Outcomes Published & Shared

Participants

- Full IT Community
- ETAB OR Sr. Leadership OR Arch Big Group
- Topic Owner AND ETAB Subset
- Full ETAB AND Topic Owner
- Full ETAB

Deliverables

- Backlog of Proposals and Problems or Questions
- Topics selected from Backlog
- Refined Proposal
- Approval of Proposal and Publication Plan Defined
- Big Group Presentation
- Publication Library Updates
- Tutorials and Workshops
- Code Repos
## ETAB Core Members

<table>
<thead>
<tr>
<th>Member</th>
<th>Representing</th>
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<tbody>
<tr>
<td>Jason Snyder</td>
<td>CTO Office</td>
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<tr>
<td>Ann Lurie</td>
<td>Architecture Team</td>
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<tr>
<td>Claude Daoust</td>
<td>Administrative Technology</td>
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<td>Scott Kearney</td>
<td>Administrative Technology</td>
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<td>Prabakar Ramakrishnan</td>
<td>Administrative Technology</td>
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<td>Mike Thomas</td>
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<td>David Faux</td>
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<tr>
<td>Gordan Minyard</td>
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<tr>
<td>Kurt Levitan</td>
<td>Endpoint Systems</td>
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<tr>
<td>Chris Nadeau</td>
<td>Service Desk</td>
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<tr>
<td>Bill Knox</td>
<td>Information Security</td>
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<td>Harry Hoffman</td>
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<td>James Cuff</td>
<td>Research Computing</td>
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<td>Carolyn Brzezinski</td>
<td>SIS Program</td>
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<tr>
<td>Joe Bruno, Ron Hawkins</td>
<td>SOC</td>
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<tr>
<td>Tom Vachon, Rob Ruma</td>
<td>Cloud/DevOps Program</td>
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<tr>
<td>Tim Gleason</td>
<td>IAM</td>
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<td>Mahbub Rahman</td>
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<td>Anthony Moulen</td>
<td>LTS</td>
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<td>Raoul Sevier</td>
<td>Enterprise Architecture</td>
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<td>Jon Saperia</td>
<td>Enterprise Architecture</td>
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<tr>
<td>Scott Bradner</td>
<td>Enterprise Architecture</td>
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<tr>
<td>Mike Lawrence</td>
<td>Enterprise Architecture, User Experience</td>
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<tr>
<td>Jefferson Burson</td>
<td>NOC</td>
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ETAB Kick-Off Meeting

• The first meeting of core ETAB members is scheduled for April 5, 3 PM

• The meeting’s agenda will focus on:
  – Introducing the ETAB process to core members
  – Member introductions
  – Brainstorming of possible ETAB backlog items for future exploration
HEAT Projects

“We all agree that we need to solve this problem but...”
HEAT Projects

• HEAT projects
  – HEAT projects arise from a specific problem statement: “We all know that this problem needs to be solved across the University, but doing the right thing is impossible without CIO Council sponsorship and enterprise architecture partnership.”
  – HEAT projects enable EA by creating conditions for teams to do the right thing
  – Outcomes include enterprise directions
    • Example: I-9 would require defining for the university how to solve a particular use case
HEAT Projects

Discovery

HEAT Projects

Enablement

ETAB

Process-Driven Reviews

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Embedding and Education
Questions or comments?
Thank you!