Know the River, Check the Weather

- Formation of eSolutions from the prior IT organisation
  - 320 central staff
  - 180 Enterprise Apps
- Demand becomes focused on central eSolutions
## Get your Canoe

<table>
<thead>
<tr>
<th>Contextual</th>
<th>Business</th>
<th>Application</th>
<th>Information / Data</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Establish credibility first</td>
<td>Area of Significant Need</td>
<td>Master data management strategy work recently conducted</td>
<td>Infrastructure, desktop platforms &amp; service well advanced</td>
</tr>
</tbody>
</table>

- Application space needs strategy and an enterprise view
- IT responding to requests not partnering on solutions
- Leap to solutions - requirements are usually solution design exercises

Source: Enterprise Architects
Pick up your Paddle

- Enterprise architecture
- Adopt TOGAF
- Borrowed a blade from Griffith University
- Sought an experienced coach
Leave the Bank

- Concerns with boil the ocean EA efforts
- Establish staff for ongoing ownership
- Identify initial objective to assist the business (and IT) understand
  - Current state
  - Impact of current initiatives / projects
  - Consequences of approach to date...
- Select a partner that teaches and does
- First pass establishes architecture foundational items
  - Capability model
  - Application roadmap
  - Governance processes
- Keep an eye out for a deep dive opportunity
First few strokes (phase 1)

- It’s about the business – start socialising the approach and artefacts
  - VP Admin, Exec Director Research engaged
  - See value in view of business on a page
  - Early re-inforcement that business relevant artefacts are key

- Get the capability anchor model right(ish) and get business ownership

- Engage eSolutions with EA discipline
  - Connect IT and the business
  - Strategy vs Design
  - Top down vs bottom up
  - Patterns vs Technologies
    - Policies, Reference Models, Governance Structures
How does our canoe feel?

- EA as a Discipline
  - A bit of perspective is needed
  - An excellent common ground
    - A formal approach that appeals to “analytics”
    - Produces diagrams that appeal to ”intuitives”
  - It’s all about the business and IT communicating
  - Discipline – repeatable and persistent
What about the river?

- Higher Ed has special challenges
  - Governance bodies are “different”
  - Conflicting thinking styles
    - IT practitioners, administrators vs Academics
    - Optimisation vs festival of ideas
  - ICT demand and Consumption is different
Attack the course (phase 2)

- Mantra – EA is strategy that informs design
- Organise the architecture basics
  - Formalise the Capability Model
  - Get the Architecture context
  - Drivers, goals, objectives & initiatives
  - Cornerstone of the roadmap
- Establish Principles and IT Governance
  - Common direction and navigation
  - Interim standards - adapt existing items & make them available
  - Develop, mature and integrate processes with others (e.g. Service delivery, PMO, portfolios)
Capability Model L1

- Combines capability representation along with value-chain / life-cycle representation of three core capabilities.
Capability Model L2
Keep paddling!

- Establish repository
- Find, assist and normalise other information collection activities
  - It’s unlikely you are alone
- Establish architecture advisory / consulting
  - How can architecture add value to initiatives?
- Integrate with strategic initiatives
  - Research Admin Review
    - Significant buy-in on method with research portfolio
    - Coincides with launch of extensive process, people, technology review
- Eat 1 elephant to start with
  - And keep an eye on the salad bar
Next descent(s)

- Support the evolving governance boards with valuable artefacts
  - Identify and define issues and options
  - Review and validate proposals
  - Underpin their decision making

- Integrate early to add value in new projects

- Information Architecture is looming large on the horizon

- Listening for strong indicators of acceptance from “The Business”
  - Faculties and Divisions
  - Internally within eSolutions (IT is part of the business)

- Become a part of the fabric

- BAs are the eyes and ears of architecture
**Key Lessons**

- Enterprise Architecture is a valuable discipline
  - TOGAF presents a ready made adaptable framework
  - It is continuous – own it – don’t have it done to you

- Get staffing identified up-front so that knowledge transfer works

- Get a coach

- Focus on the business but don’t forget IT

- Don’t try to do it all at once
  - Picking an architecture domain is working for us
  - However, you will need an enterprise view
Thank you