Enterprise Architecture Charter
University of Otago

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Contents

Introduction

Purpose

Describe the purpose, mission and goals and the roles and responsibilities of the Enterprise Architecture function at the University of Otago.

Gartner's definition of Enterprise Architecture (EA) is "a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analysing the execution of change toward desired business vision and outcomes".

This and other definitions of EA are wide-ranging in nature. A key component in all definitions is the focus on change and how it is managed holistically across an organisation to advance its goals.

This document addresses the Enterprise Architecture charter, which outlines the mission, objectives, activities, and responsibilities of the Enterprise Architecture function.

Audience

The primary audiences are academic and professional staff at the University. The secondary audience is other members of the University community such as, but not limited to, students and external contractors.

Definitions

Principle: Principles are commonly agreed courses of action that serve as the foundation for behaviour and a chain of reasoning for decision making.

Standard: A standard is a required or agreed level of quality or attainment. Standards are formal agreements either based on what has worked successfully in the past (best practice) or describing how things will be used in the future.

Guidelines: Guidelines are advice on a course of action. Guidelines are not mandatory but have a history of success.

Procedures: Procedures are a set of instructions on how to do specific actions.

Business Capability: Business Capabilities define "what" a business does to deliver the outcomes needed to achieve a specific business objective. (e.g. International Student Recruitment is an example of a Business Capability).

Business Solutions: Business Solutions define how a business capability is delivered and are made up of a combination of people, processes, information, and technology resources (including IT applications and services). Business Solutions can be enterprise-wide or local in scope.

Enterprise Architecture: Oversees change from an organisation-wide perspective ensuring that current and future change to business solutions and business capability enables organisation strategy and goals.

Solution Architecture: Delivers the solution paths for business solutions in order to enable new business capabilities.

Associated Documents

1. Enterprise Architecture Principles and Standards, University of Otago
2. Mandatory and Recommended IT Services and Solutions, University of Otago
3. Information Technology Roadmaps
4. Data Storage Locations Guidance

Note: Documents are available at https://www.otago.ac.nz/its/policies/index.html.

Mission and Objectives

The mission of the Enterprise Architecture function is to oversee the University's digital ecosystem from an organisation-wide perspective, ensuring that changes to business solutions are sustainable and achieve overall University strategies and goals.

Objectives
The objectives of Enterprise Architecture are to:
- enable the evolution of University business solutions, technology, and services.
- enable successful University change initiatives through the provision of enterprise and solutions architecture services.
- establish and apply principles, standards, and guidelines that guide the delivery of sustainable change to business solutions across the University.

Composition and Roles
The Enterprise Architecture function consists of:
- Enterprise Architects
- IT Architects
- Solutions Architects

Enterprise Architects
The role of Enterprise Architects is to sustain the Enterprise Architecture practice, assist with evolving business and technology solutions, and review change initiatives from concept to completion.

IT Architects
The role of IT Architects is to develop conceptional architectures and high-level solution paths that enable the changes required to business solutions to support the delivery of new business capabilities and to fit them into the current ecosystem.

IT Architects take business objectives and/or requirements and by working with business owners and delivery teams, source solutions and design how they can be implemented into the University digital ecosystem.

Solution Architects
The role of Solutions Architects is to develop solution paths that enable the changes required to business solutions to support the delivery of new business capabilities and to fit them into the current ecosystem.

Solutions Architects take business objectives, conceptual architectures and/or requirements and, by working with business owners and delivery teams, source solutions and design how they can be implemented into the University digital ecosystem.

Authority and boundaries

Applicability

The Enterprise Architecture function should be involved with:
- Business capability modelling formation
- Application and technology roadmap formation
- Portfolio formation
- Programme and project formation
- Business case formation
- Solutions acquisition
- Solutions design
- Production of guidelines and standards that support the use of new technologies

Structure and Authority

Within ITS, reporting to the Director, the EA function has review and sign-off authority across:
- Strategy formation
- Solutions designs
- Technological change

Architecture process development

The EA function has responsibility for:
- Enterprise architecture discipline
- Business capability models
- Business, application, and technology roadmaps
- Solution design artefacts
  - Conceptual design
  - High-level solutions design
  - Detailed solutions design
- Architecture review board
- Production of standards and guidelines for the procurement, installation and use of technologies likely to impact the organisational architecture

Review and approval process

The EA function has responsibility for the Architecture review board:
- Conceptual designs
- Solution designs
- Standards and Guidelines for new technologies

The EA function should also participate in
- 3PM Stage Gate reviews
- Agile planning reviews
- Proof of Concept exercises

Roles & Responsibilities

There is considerable overlap between the Enterprise Architecture discipline and other practices such as Portfolio Management, Programme Management, Business Analysis (BABOK), Change Management (ITIL), Organisation Change Management etc.

This table outlines who leads activities and identifies the Enterprise Architecture functions role concerning the activity.

Activity	Enterprise Architect	IT Architect	Business Analyst	Portfolio Manager	Programme Manager	Project Manager	Procurement Specialist	Solutions Architect	Technical Lead	Change Manager	Cyber Security Specialist	IT Assurance Analyst
Strategy												
Business Capability Modelling	Lead	Support	Support					Support				
Business Area Road Strategy & Roadmaps	Support	Support	Support									
Portfolio formation (Strategic & IT)	Support			Lead								
Application/Technology Strategy & Roadmaps	Lead	Support									Review	Review
Programme formation	Support	Support			Lead							
Standards & Guidelines	Lead	Support							Support		Support	Review
Project												
Business Case Formation	Review	Support	Support									
Project Formation		Support				Lead		Support				
Business Analysis		Support	Lead					Support	Support			Review
Business Change Analysis			Support			Support		Support		Lead		
Solutions Acquisition	Support	Support				Support	Lead	Support			Review	Review
Solutions Design												
Conceptual Design	Review	Lead						Review			Review	Review
High-Level Design	Review	Support						Lead	Support		Support	Review
Detailed Design		Review						Review	Lead		Support	Review

Appendix
Gartner Definition of Enterprise Architecture

Enterprise architecture is the discipline of proactively and holistically leading enterprise responses to disruptive forces by identifying and analysing the execution of change toward desired business vision and outcomes.

Specific words in this definition imply aspects of how EA will be used:

- **Discipline**. Security in the University is not only done by the security group but also requires everyone, whether part of the business or IT, within the organisation to be responsible. Similarly, the effectiveness and value of EA should be the responsibility of the entire organization, not just the EA team or the IT organization. It also implies that EA is not a project, but an ongoing way of working for the University.

- **Proactive**. EA must pre-empt the changes required by the organization to support the business vision and outcomes, not merely react to the project initiatives when they are agreed on.

- **Holistic**. EA operates across the entire organisation — it is applied not just to an individual business area, organizational structure, project, or program.

- **Disruptions**. The University is affected by disruptive elements outside the control of the organization. These include technical pressures (new technology opportunities via hardware or software) organizational pressures (social, environmental, or cultural pressures), environmental demands via legal requirements or economic pressures. The University's enterprise architecture must be adaptive to react positively to these.

- **Execution of change**. EA must react to the desired business outcomes and the disruptions. As such, the discipline is a 'change' discipline — it positively changes the behaviour of the organisation through various EA initiatives and artifacts. It is not a process of documentation or definition of IT purity. The success of EA in the University is in how it gets deployed in the organisation.

- **Business vision and outcomes**. The purpose of the EA discipline is not to develop or use EA artifacts — standards, frameworks, capability models, anchor models, tools, roadmaps, current and future states, and so on. These are the tools that EA has at its discretion to deliver business outcomes. The correct artifacts will be those used to deliver the desired business outcomes.

Enterprise Architecture - Register of Preferred IT Services and Solutions v 1.1