



**EA@IST**  
ENTERPRISE ARCHITECTURE

The Penn State Enterprise Architecture  
Advisory Group General Meeting

September 28 & 29, 2010

Brian Cameron & Sandeep Purao

# Meeting Objectives

- Update on progress over the last year
- Show what the initial donations allowed us to accomplish
- Provide information on current thinking behind the new Enterprise Architecture Center and solicit feedback
- Discuss mission, organizational structure, and next steps for the Education and Research arms of the EA Center
- Launch the Women in EA group

# Meeting Schedule

## Tuesday, September 28

- **8:30 – 9:00**      **Welcome – *Regency Ballroom, Atherton Hotel***
- **9:00 – 10:15**      **Update on EA Initiatives & Committee Reports**
- **10:15**      **Break**
- **10:30 – 12:00**      **Overview of EA Center Model**
- **12:00 – 1:00**      **Lunch – *Tarragon Restaurant, Atherton Hotel***
- **1:00 – 2:15**      **Overview of EA Center Model, Early Activities, & Discussion of Activities for the Next Year**
- **2:15 – 2:30**      **Break**
- **2:30 – 4:00**      **Group Breakouts**
- **5:30**      **Reception:  
*Reese's Café – IST Building***
- **6:00**      **Group Dinner  
*Reese's Café - IST Building***
- **Speakers:**
  - Walt Okon, Senior Architect Engineer, Office of the Secretary of Defense
  - Randolph Hite, Director, IT Architecture & Systems, Government Accountability Office
  - Jeffrey Walk, Vice President Products and Services, Center for the Advancement of the Enterprise Architecture Profession

# Meeting Schedule

## Wednesday, September 29

- **8:30 – 9:00**      **Recap of Previous Day and Outline of Current Day- *Regency Ballroom, Atherton Hotel***
- **9:00 – 12:00**      **Resume Group Breakout Discussions**
- **12:00 – 1:00**      **Lunch - *Tarragon Restaurant, Atherton Hotel***
- **1:00 – 2:30**      **Panel Presentations and Discussion: “The current state of EA frameworks & methodologies and future directions”- *Regency Ballroom, Atherton Hotel***
- **2:30 – 2:45**      **Break**
- **2:45 – 4:00**      **Panel Discussion: “The need for more partnering, coordination, and consolidation across the many EA related professional associations” - *Regency Ballroom, Atherton Hotel***
- **4:00**      **Closing and Next Steps**

# Four Main Areas of the EA initiative

The Enterprise Architecture Advisory Group at Information Science and Technology is organized into four working groups which are explained below:

**The Undergraduate Education committee** has been working to define the competencies that an undergraduate student graduating with a degree in Enterprise Architecture should possess.

**The Masters Education committee** has working to define what competencies we should be building in the Enterprise Architecture track within our new online professional masters program.

**The Professional Development committee** has been working to define what type of continuing education offering we should be developing in the area of enterprise architecture. These offerings could include certificate programs, executive education, and customized programs for specific organizations.

**The Research committee** has been working to define what research streams we should be developing and enhancing related to Enterprise Architecture. This committee also helped to develop a straw man participation model for the new EA Center.

# Initial Organizations Involved

- Accenture
- AMR Research
- Applied Research Lab/  
Penn State
- Assoc. of Open Group  
Enterprise Architects  
(AOGEA)
- Association for  
Enterprise Integration
- BAE Systems Inc
- Binary Group
- Boeing
- Booz Allen Hamilton
- Broadridge
- Burton Group
- Business Architecture  
Society
- Capgemini
- Center for the  
Advancement of the  
Enterprise Architecture  
Profession (CAEAP)
- Computer Aid Inc.  
(CAI)
- Computer Sciences  
Corporation
- EMC Corporation
- Ernst & Young
- Forrester Research
- Gartner
- GEICO
- IBM
- Integration Consortium
- International Standards  
Org. (ISO)
- Lockheed Martin
- Microsoft Corporation
- National Defense  
University
- National Institute of  
Standards and  
Technology (NIST)
- Network's Edge  
Consulting
- Northrop Grumman
- Object Management  
Group (OMG)
- Oracle
- PA. State System of  
Higher Education  
(PASSHE)
- Penn State University
- Pfizer
- Pinnacle Business  
Group
- Pitney Bowes
- PNC Financial Services  
Group
- PricewaterhouseCoopers
- Radboud University  
Nijmegen
- Raytheon
- SAP AG
- Siemens
- State Farm Insurance  
Company
- TATA Consultancy  
Services
- The Confiance Group
- The MITRE Corporation
- The Open Group
- The Open Group  
Architecture Forum
- U.S. Air Force
- U.S. Department of  
Defense
- U.S. Department of  
Interior
- U.S. General Services  
Administration (GSA)
- U.S. Office of  
Management and  
Budget (OMB)
- U.S. Air Force, Chief,  
Enterprise Architecture  
Division, Office of  
Warfighting Integration  
and CIO
- Unisys
- Verizon Telecom -  
Information Systems
- Walt Disney Studios
- Wipro Technologies
- World Wide Web  
Consortium (W3C)

# Year 1

## Undergraduate Educational Activities

- Undergraduate Competency Model Development
- Development of the mechanism to offer the undergraduate program
- Development of first undergraduate EA fundamentals course
- Many inquiries about the undergraduate program
- Five senior honors thesis projects in EA related areas
- EA video project
- Classroom speakers
- New EA student interest club



# Undergraduate Competency Model Presentation

**Dr. Ed Glantz**



# Year 1

## Undergraduate Educational Activities

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- Developed the concept of the Women in EA working group to brainstorm ideas for attracting more young women to the profession (undergraduate education in particular)
- Overview of early discussions – Dr. Rosalie Ocker

# Year 1

## Masters Educational Activities

- Masters Competency Model Development
- Approval of the Professional Masters Program in EA by the IST Graduate Advisory Council
- Development of first online foundational masters course
- Many inquiries about the masters program
- Agreement for acceptance of credits from the National Defense University
- Virtual speaker video project



# Masters Competency Model Presentation

Dr. Shawn Clark



# Year 1

## Professional Development Educational Activities

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- Development and pilot of an EA Fundamentals Certificate Course
- Discussions on possible follow-on courses
- Discussions on possible executive education courses and partnerships
- EA Competency Model Meta Analysis

# Year 1

## Research Activities

- Development of straw man membership and governance structure for EA Center
- Development of EA Center Proposal
- Development of EA Lab Concept (partnerships & donations)
- EA Glossary Meta Analysis
- EA Competency Model Meta Analysis
- EA career path development research study
- EA framework and value management study
- Development of publications
- Conference presentations

# Year 1 - “Service to the Profession” Activities

- Invited to speak on the EA Initiative by the following organizations:
  - Gartner Enterprise Architecture Summit
  - Metis Strategy
  - The Annual DoD EA Conference
  - The Federal CIO Council
  - The National Association of State CIOs (NASCIO)
  - The Open Group
- Serving on working committees for the following organizations:
  - Board of Trustees for the Center for the Advancement of the Enterprise Architecture Profession
  - Co-chair of the Academic Alliance Committee for the Special Interest Group on Enterprise Architecture for the Industry Advisory Council of the US Federal Government
  - The Open Group’s Enterprise Architecture Forum
- Founding member of the Federation of Enterprise Architecture Professional Organizations (FEAPO)

# Year 1 - In-Kind Donations

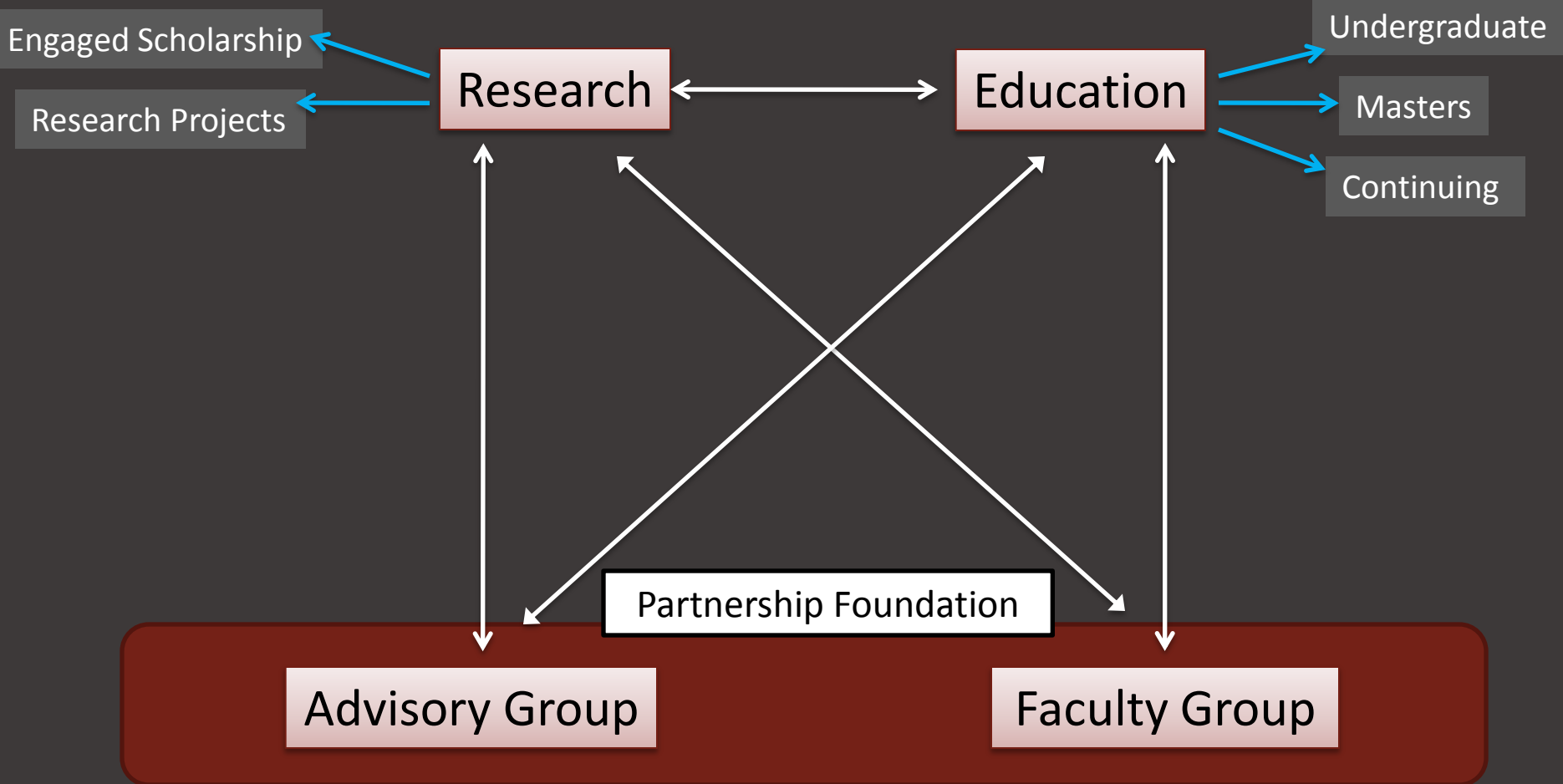
<b>Company</b>	<b>Donation Type</b>	<b>Approx Value</b>
<b>Armstrong Process Group</b>	<b>Content and Software</b>	<b>\$ 5,500 K</b>
<b>Pinnacle Business Group</b>	<b>Content</b>	<b>\$ 3,000 K</b>
<b>Infinity I/O</b>	<b>Content</b>	<b>\$ 375K</b>
<b>Confiance Group / ID Scheer</b>	<b>Software</b>	<b>\$ 500 K</b>
<b>Alfabet</b>	<b>Software</b>	<b>\$ 500 K</b>
<b>NetApp</b>	<b>Hardware (In Process)</b>	<b>\$ ?? K</b>
<b>Several other hardware and software vendors</b>	<b>In Process</b>	<b>\$ ?? K</b>

# Year 1

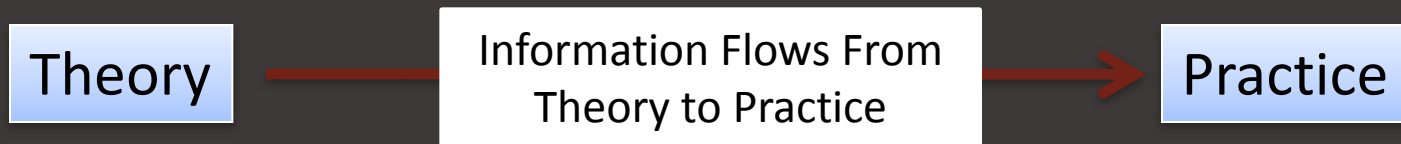
## University Inquiries

- We have been contacted by several universities about possible educational and research collaborations in EA. These universities include:
  - *The National University of Singapore*
  - *Peking University*
  - *Center for Excellence in Enterprise Architecture (CEISAR), France*
  - *Center for Architecture and IT System Design, University of Hamburg, Germany*
  - *Radboud University Nijmegen, The Netherlands*
- Dozens of new inquiries from government agencies and corporations from around the globe

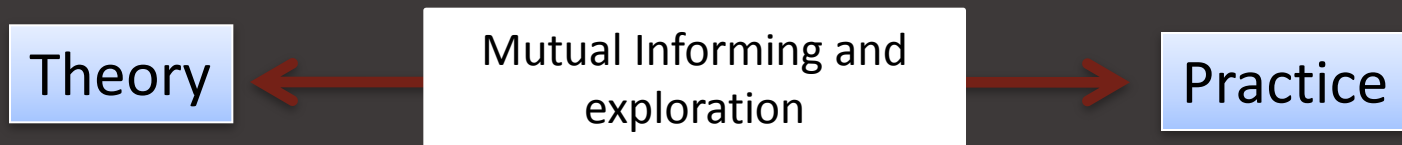
# The Enterprise Architecture Center



## Historical Research Progression

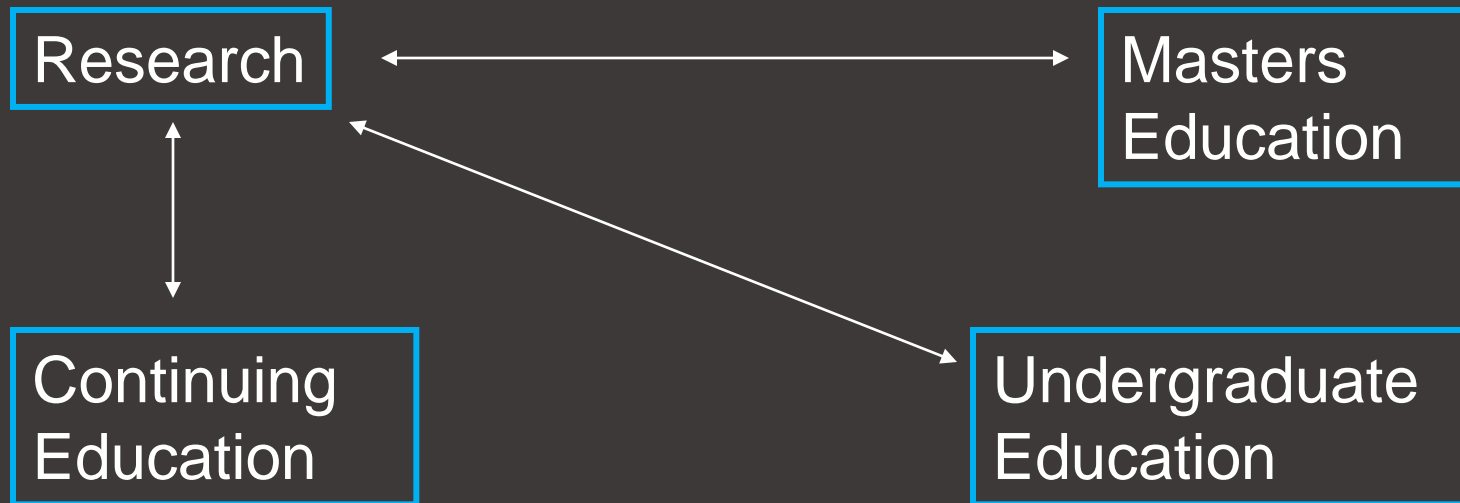


## EA Engaged Scholarship



**Catalyst that brings everyone together**

# Collaborative Funding Model



Spread the funding responsibility between the Industry Partners and Penn State

- Half the support will come from Research Memberships
- Half the support will come from revenues from the Masters/Professional Courses

# Suggested Membership Levels

## Educational Advisory Level

\$7,000 per organization per year

The education membership level provides the following benefits to partnering organizations:

- Participation in annual meeting and networking event held at University Park
- Early access to research findings and reports
- Participation in curricular design discussions for the professional masters, undergraduate degree, and professional development courses
- Exposure to undergraduate students with an interest in enterprise architecture
- Virtual guest lecturing opportunities in the online professional masters program
- Sponsorship of EA capstone projects for the undergraduate program
- Special consideration in the recruiting of undergraduate EA students
- National recognition as a thought leader in enterprise architecture curriculum development
- Preference for employees from participating organizations that are interested in the limited enrollment online professional masters program and professional development courses

# Suggested Membership Levels

## Research Level

\$18,000 per organization per year

The research membership level provides all of the benefits of the Education Level membership plus these additional benefits:

- Ability to influence the direction of EA research at IST
- First access to research findings and reports
- Exclusive access to research tools and software
- Participation in virtual and face-to-face research meetings
- Joint research, publishing, and presentation opportunities with IST center faculty
- National recognition as a thought leader in enterprise architecture research
- Exposure to graduate students with an interest in enterprise architecture
- Access to EA undergraduate honors research students

# Suggested Membership Levels – Additional Items

## Non-Profit Level - Complimentary

- Non-profit industry associations and government agencies receive complimentary, non-voting membership. These organizations are involved in the research and education discussions and their input is considered. However, they enjoy none of the benefits of either the education or research levels. In return for this membership, these organizations agree to provide access to their organizations and/or members when needed for research related data collection as well as complimentary memberships and event attendance (if applicable) for EA center faculty.

## Original EA Advisory Corporate Members

- Corporations that donated the initial \$15,000 startup funds to the Enterprise Architecture Initiative will receive a forty percent reduction in the first year membership level of their choice.

## In-Kind Donations

- Corporations that wish to donate software, hardware, subscriptions, content, and other in-kind items may receive a percentage discount on the yearly membership fee. The percentage of the discount, as well as the duration of the discount, will be based upon an assessment of the unique and direct value of the donation specific to the mission of the center and will be determined in consultation with an appointed advisory committee.

# High-Level Group Governance

- Provide input where appropriate
- Assist in creating an open, respectful environment for discussion
- Attend annual on-site meetings and participate in group meetings
- Assist in securing resources where appropriate
- Assist in building a community of EA professionals
- Provide information about activities to new prospective organizations
- Keep stakeholders at home organization informed on group activities
- Facilitate cohesion within the working group

# Straw Man Research Governance Model

- Core Research Committee
  - Research Level Members
- Research Project Selection Process
  - Proposals based on an RFP from the Research Group
- Monitoring Research Project Progress
  - Periodic Reporting and Presentations
- Sharing Research Results, Confidentiality
  - Interim Reports, Releasing to External Stakeholders

# Sample Research Project Structure

## **Example: Informal Knowledge Management for EA Models**

**Questions:** What informal knowledge is gathered during the construction of EA models? How is it used? How can it be shared with decision makers? What mechanisms may be used to formalize such knowledge in a repository?

**Duration and Resources:** One Year, Student Support, Faculty Time, Research Expenses, Conference Travel

### **Schedule:**

Multiple Interim Reports

Final Report: 12 months - Final data analysis and recommendations

Final Presentation: In-person presentation of results to Research Group

# Next Steps

- Provide feedback and solidify the membership level structure, governance model, and high level timeline for activities (today and tomorrow)
- Refinement of documents and official establishment of the EA center (October – December, 2010)
- Verbal commitment to join the EA center at one of the specified levels by January 15, 2011
- First on-site / virtual meeting of each member group – February 2011
- Timeline and goals for the next year for each membership level will be refined by the members at the February 2011 member meeting

# Research Group Objectives For Today and Tomorrow

- Discuss a mission statement for this group
- Discuss high level goals for this next year and timeline
- Discuss research membership level details
- Discuss research governance model details
- Discuss expectations of members
- Walk through a research stream example
- Discuss areas for possible research streams
- Discuss meeting frequency and format (on-site, virtual, etc)
- Discuss putting all of the above information into a charter for the group

# Education Group Objectives for Today and Tomorrow

- Review Year 1 educational activities
- Discuss mission of this group going forward
- Discuss proper organizational & governance structure for this group
- Discuss high level goals for this next year and timeline
- Discuss educational advisory membership level details
- Discuss expectations of members
- Discuss meeting frequency and format (on-site, virtual, etc)
- Discuss putting all of the above information into a charter for the group

# Women in EA Group Objectives for Today and Tomorrow

- Brainstorm ideas for attracting more young women to the profession (undergraduate education in particular)
- Develop a plan of action, responsibilities, timeline, and resources required

# Questions/Discussion