ucisa Enterprise Architecture Community of Practice
2020 Survey Results

Stephane Pajon, University of Warwick
Lex Wilkinson, Sheffield Hallam University
What institution are you from?

- 37 responses from 32 unique institutions
- Last survey (2019) had 38 responses
What is your job title?

Mainly IT related jobs, very few business-related titles.

- 2019 - 30/38 (79%) of job titles contain the word ‘architect’, slightly up from 72% in 2016
- 2020 – 28/37 (76%) of job titles contain the word ‘architect’ down from 2019, but still very similar proportion
What is your job title?

2016 results almost entirely based in IT department, not clear that this has changed. Perhaps next year explicitly ask whether architecture is based within or independent of IT department]

2020 – This confirms the assumption that EA is based predominantly in an IT department

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Have you received any of the following training?

TOGAF, BCS, Archimate, IT4IT, ITIL, Other

- 2020 - TOGAF and ITIL, Archimate are the main ones.
  Noting Prince2 and Agile Scrum as project governance and delivery methodologies.
How long has architecture been established in your institution?

Results in 2016
- Not yet established 22.2%
- Less than 1 year 27.8%
- 1-3 years 33.3%
- 3-5 years 16.7%
- >5 years 0%

In 2020, the results coincide with the view we had back in 2016. 4/5 years on, we have a bigger proportion in the less than 10 year and less than 5 years section. Noting that the less than 3 years is equal to the less than 5 years.
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How many people work in an architectural role or function?

- More than 1: 20
- More than 5: 9
- More than 10: 2
- 0: 6
Do you have an architecture governance established?

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Technical Design Authority
Solution Design Authority
Architecture Board / Architecture Review Board
Design Surgery
Technical Impact Assessment

Links with Change Process, Procurement Process,
Architecture Principles, Standards, Non-Functional
Requirements list

Risk Assessments
What domains are covered by the Architecture function?

It is worth noting here that predominantly EA is focusing on the more technical aspects of the architecture.

Only 10% of institutions are covering the Business Architecture domain.

This is very much in line with last year’s survey.

74% of respondent indicated some formal training or qualification. Some responses included multiple training/qualifications.

The other category includes:
- IT4IT
- the usual Project Management, LEAN, Scrum, ITIL etc things

British Computer Society (BCS) responses:
- BCS Practitioner Certificate in Enterprise and Solution Architecture
- BCS EA course
- BCS Intermediate Certificate in Enterprise and Solutions Architecture (ICESA)
- BCS Business Architecture
- BCS
Do you assist with strategic initiatives?

2020 – Again this is almost identical as last year’s survey

- Yes: 97%
- No: 3%

- Yes: 62%
- No: 38%
In the last year, have you seen the focus moving to more tactical initiatives in the light of the challenges brought from Covid-19?

- Yes: 92%
- No: 8%
What was the rough split between Strategic and Tactical?

- 75% STRATEGIC - 25% TACTICAL: 4
- 50% STRATEGIC - 50% TACTICAL: 8
- 25% STRATEGIC - 75% TACTICAL: 21
- 0% STRATEGIC - 100% TACTICAL: 4
What would you say have been the biggest challenges for your team this year?

Not enough resources
Amount of technical debt and legacy technology
Lack of alignment between business and technical. No or little Business Architecture function.
The purpose of EA is not well understood within the institution. Value of EA not understood.
EA plays little or no role in strategic planning at an institutional level. We are seen as IT.
Lack of EA maturity in the HE sector
Tension between enterprise view and delivery of projects. EA may be seen as a blacker rather than an enabler.
Lack of senior management support
Not enough of a strategic vision or planning within the institution itself.
Keeping EA information up-to-date and expanding it is an ongoing battle.
No mandate for EA outside of IT
Too much involvement in project and solution architecture rather than strategic EA
Do you use reference models (Capability, Data or other)?

Increase in technical debt due to tactical solution implemented during Covid-19 pandemic

Reduction of budget

Remote working and virtual collaboration

Missing the corridor/coffee conversation

Difficult to keep up with the pace of change in response to Covid-19

Lack of clear priorities. Conflict between tactical and strategic work

Proving and demonstrating the value of an architecture team

Fast move to hybrid teaching environments

Adapt strategic roadmaps to incorporate in-flight activity due the pace of change

Limiting risks and security risks specifically and keep up with the pace of change

Keeping a team spirit
Have you mapped capabilities or data concepts to elements within your organisation?

- ucisaCapability Model
- CAUDIT Business and Data Reference Models
- Models of strategy, business anchor model and business service model aligned with ucisa, application architecture and IT4IT value models to describe standard operating procedures
- Adapted CAUDIT model
Do you have an architecture governance established?

- Mapped to Student Records Systems and related systems
- Capability model mapped to a business anchor map and a business service map
- Key change programmes/projects to see impact on people, process and technology
- Capability maturity mapping
- Mapped to systems and functions
- Applications mapped to capabilities. Information assets mapped to data categories
- Map data entities to services to service owners
- API and integrations. Information and Data Governance
- Risk heatmap of technology to capabilities
- Capabilities mapped to University strategy
Do you see any benefits in using a global set of models for HE (consistency, maintainability, common language etc...)?

- Would rather use models derived from other more mature sectors.
- Would make collaboration easier between institutions globally
- May drive adoption across Universities globally
- Consistency benefits
- Common language, common way of describing what we do
- Enable maturity assessments of institutions globally using a consistent way of describing what universities do
- Enable better communication between institutions
- Danger of concentrating on abstract models
- Saves re-inventing the wheel and use global standards and models
- Benefits for vendors selling and deploying products to HE
- Expand best practice
- Elements of current and target states may be common
- Mapping to educational products
What would you most like to see from the UCISA EA CoP?

- Share ideas, experience, case studies
- Common integration toolkit for HE systems
- More open mic sessions
- More showcasing of practical examples where EA has added value
- Harmonisation of UCISA and CAUDIT reference models
- Sharing of documents, processes and other artefacts
- Work on a sector wide canonical data model
- CAKE!
- Share experience in solving particular problems
- Organise a conference?
- List of common standards for business, data, applications, integrations and infrastructure -> EA Toolkit (Principles, standards, frameworks, models, Portfolio management dashboards, etc…).
Some key findings

- Architecture is still growing in the sector and it is gaining a wider footprint
- Architecture is still predominantly based in IT
- 57% of institutions have established their EA function in the last 5 years and 19% have no formal EA function in place.
- Over 60% of respondents have some involvement in University level strategic initiatives
- TOGAF is the most common training or qualification, followed closely by ITIL and Archimate
- Unsurprisingly, during 2020, the focus has been on more tactical initiative (over 80% of institutions) and little on effort on strategic ones.
- 78% of respondents are using a reference model, CAUDIT and/or UCISA
- Over 55% have mapped capabilities and data concepts to elements within their organisation
- Respondents most value shared experience, case studies and best practice from the CoP
Thank you to everyone who responded to the 2020 ucisa EA-CoP Survey!