

# Enterprise Architecture, Meta-Governance, and Mission-Driven Transformational Solutions

Bryan Aucoin

OEI Environmental Information Symposium 2008

December 2008

# Agenda

How do we go about building the Vision?

•How do we communicate and coordinate across an “extended enterprise”?

•How we foster and manage innovation?

•How do we turn innovation into “infrastructure”?

- Governance
  - In general
  - Information Technology
- Enterprise Architecture
- A Meta-Governance Model
- Sponsoring Mission Driven Transformation

# Governance

*Definitions are generally a good first step...*

**Governance:** *noun*

1. the persons (or committees or departments etc.) who make up a body for the purpose of administering something; "he claims that the present administration is corrupt"; "the governance of an association is responsible to its members"; "he quickly became recognized as a member of the establishment" [syn: [administration](#)]

2. the act of governing; exercising authority; "regulations for the governing of state prisons"; "he had considerable experience of government" [syn: [government](#)]

- WordNet® 3.0, © 2006 by Princeton University

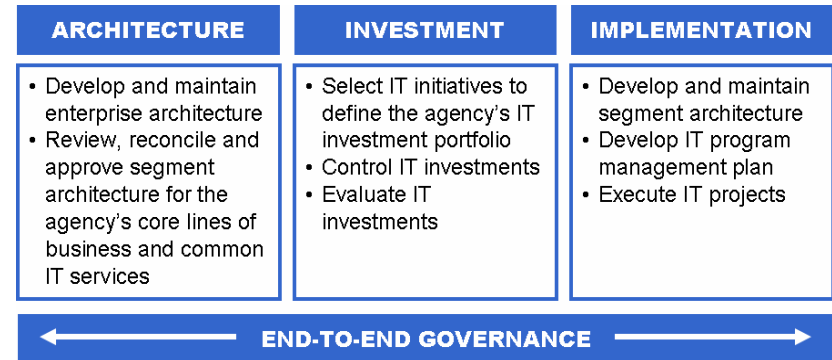
# IT Governance



- Some key points:
  - The appropriate model for governance will vary depending on what an enterprise is trying to achieve:
    - Growth: High growth enterprises use a more “anarchic” style.
    - Established Enterprise: Asset utilization becomes increasingly important : “Monarchic” styles become more effective.
  - What to Govern:
    - IT Principles
    - IT Architecture
    - IT Infrastructure Strategies
    - Business Application Needs
    - IT Investments
  - Most Federal Organizations use Enterprise Architecture methodologies to implement this governance with varying success.

# Enterprise Architecture

- Enterprise Architecture:
  - We use Enterprise Architecture to plan and manage our IT investments to achieve organizational objectives and outcomes.
    - Federal EA practices rely on strong governance
    - They are generally concerned with the “IT Infrastructure”
    - They generally align with the budget process (Capital Planning and Investment Control)



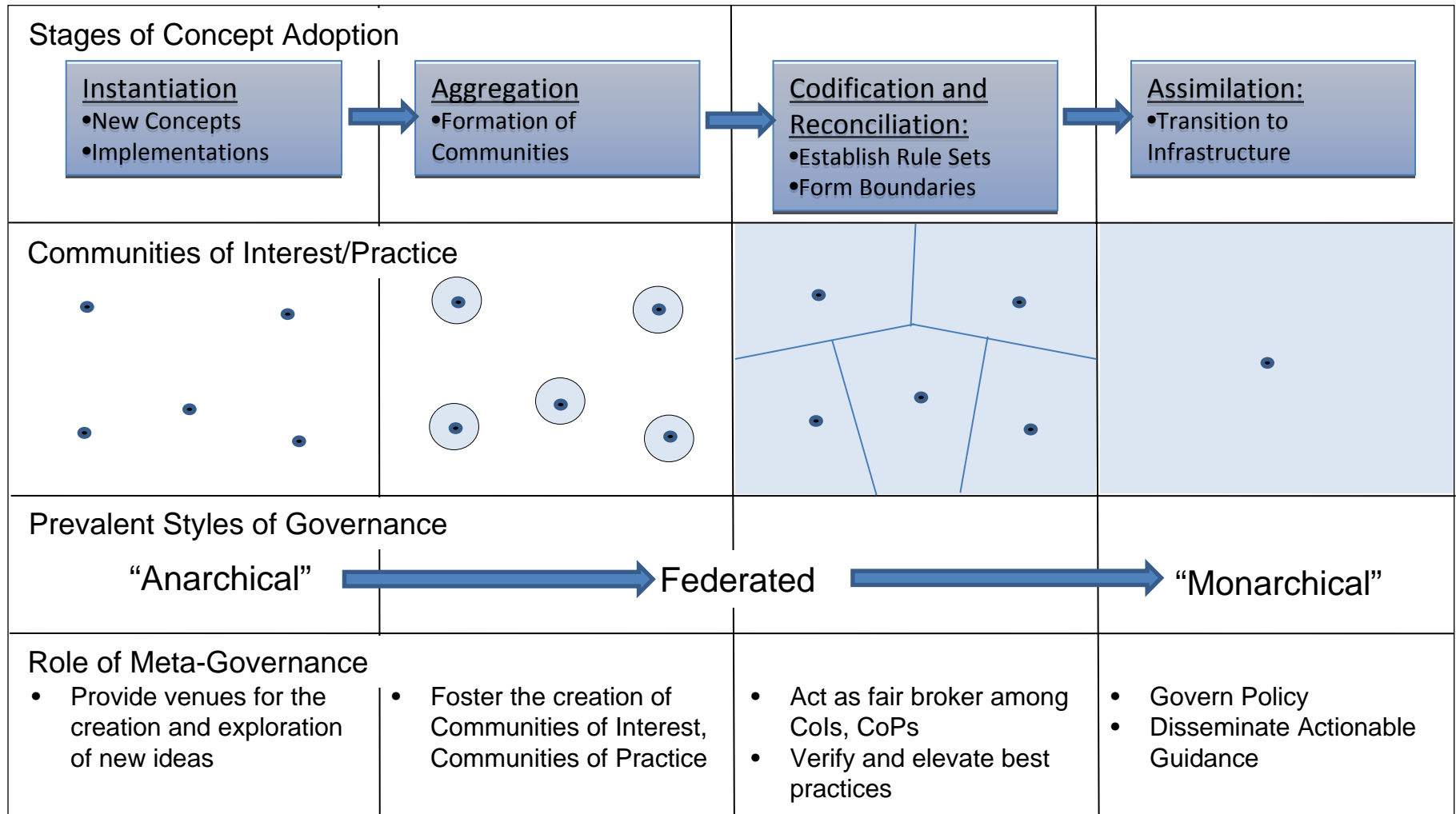
- **However, not all things can be planned, not all needs can be anticipated, not all opportunities can be foreseen...**

- Changes in technology
- Changes in mission/business
- A brilliant idea

- **Innovation (as opposed to basic research), many times, happens at the “edge”**

- Driven by line organizations to meet mission/business needs.

# A General Model for Meta-Governance



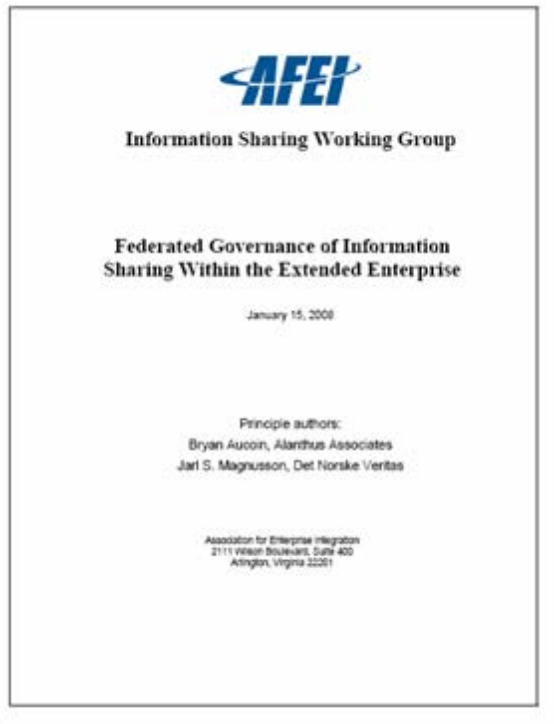
# Sponsoring Mission-Driven Transformation

- Some thumb rules for CIOs and Enterprise Architects:
  - Make Communities of Interest, Communities of Practices, Federations very easy to create.
    - Requires a base set of simple capabilities for collaboration
      - Incorporate these capabilities into the EA.
    - Provide a “low barrier to entry” for new ideas.
  - Provide organization incentives for collaboration
    - Set the vision and objectives
    - Reward success
  - Define the process for migrating best practices into Infrastructure:
    - e.g., prototype, pilot, scale to production
  - Make this part of the IT Governance Practice (augmenting EA)

# Some thoughts on Information Sharing



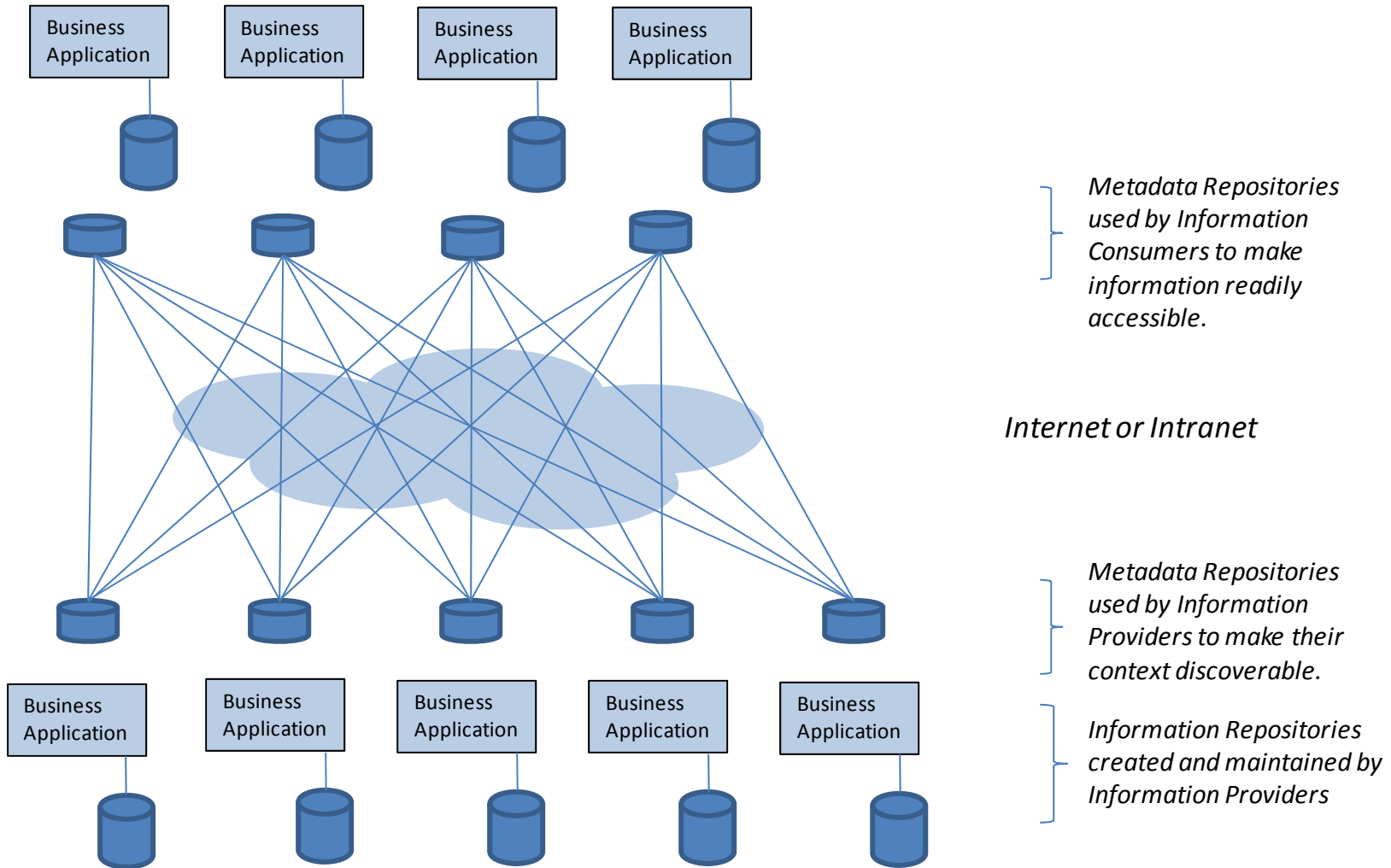
- Thumb rules for Federations Communities of Interest, Community of Practice – A “to do” list:
  - The Need
  - A Charter
  - Information Mobility Rules
  - Information Preparation Standards and Rules
  - Information Mobility Services
  - Identity Management
  - Connectivity



# Focus on Discovery and Access

- To:
    - Information and Services
  - The Data Reference Model Concepts:
    - Information Context
    - Context Awareness
- Find a simple way to let the enterprise know what you know and know what you can do.
  - Context is different from content: “knowledge of “ is different from “access to”.
  - That said, find a simple way to make access decisions quick.

# A Notional Architecture



# What does this all have to do with EPA?



## A Statement and a Challenge:

- The Environmental Community is among the thought leaders in institutionalizing innovation in information sharing and collaboration
  - You are developing best practices and lessons learned that can be used across the Federal Enterprise.
  - Examples:
    - The National Dialog
    - Central Data Exchange
    - System of Registries
    - *Open Source Solutions for Geospatial Information*
- And the Challenge:
  - ***A structured, repeatable process for transitioning innovation to infrastructure.***

You've got the ideas. How do you turn them into "infrastructure"?



# Questions?

Bryan Aucoin  
Alanthus Associates, Inc.  
[bryan.aucoin@alanthus.net](mailto:bryan.aucoin@alanthus.net)  
703.684.9888 (o)  
703.307.3191 (c)