

# CIO Survey on Enterprise Architecture

## 1. Introduction

This survey asks a series of questions about your organization and the role of Enterprise Architecture in your institution. Enterprise Architecture may go by a different title on your campus such as: Information Technology Architecture (I.T. Architecture) or Infrastructure Architecture. The EA group actions are usually broader than a given project.

To quote Gartner, "The EA group will translate business vision and strategy into effective enterprise change by creating, communicating and improving the key principles and models that describe the enterprise's future state and enable its evolution."

Please answer for the group that plays the role that most closely matches Enterprise Architect.

There are short series of questions about your institution itself. We have noticed that these facets impact the role and implementation of Enterprise Architecture on campuses.

The second part of the survey focuses on Enterprise Architecture at your institution.

The final section asks about your Architecture Review Board and Project Management Office.

This survey has logic that is based on your answers. You might skip questions that are not applicable to your institution.

This survey is being done by ITANA (I.T. Architects in Academia) - a peer group for I.T. Architects at higher education institutions. ITANA is supported by EDUCAUSE and Internet2. For more information, please see our web site at <http://www.itana.org>.

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## 2. Describe Your Institution

\* 1. What institution are you answering for

2. May we contact you for further input?

No

Yes. Please enter an email address

3. Is your institution a public or private institution?

Public

Private

4. Do you have professional schools (Executive MBA, Professional Engineering, etc)?

Yes

No

5. Do you have a Medical School?

Yes

No

6. How many undergraduate and graduate students (Full time) attend your institution?

Less than 5000

5000 to 10,000

10,000 to 20,000

20,000 to 30,000

30,000 to 40,000

More than 40,000

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7. How would you best describe your institutions overall Information Technology budget, priority and decision making processes?

1 = Very Top-Down, Centrally Controlled

2

3

4

5 = Very decentralized little central control

8. Which model most closely matches your organizations over-all operating model:

Distributed (few common business processes and little data integration) - Your institution has many silos which operate independently. Each silo has its own business processes and they share little data between the silos.

Replicated (common business processes with little data integration) - Your institution has many silos which operate independently. Each silo follows a common set of business process but they share little data between the silos.

Coordinated (few common business processes with high data integration) - Your institution has many silos which operate together. Each silo follows a its own set of business process but there are high levels of shared data between the silos.

Unified (common business process with high data integration) - Your institution operates as a mostly unified enterprise. There is a common set of business processes and there are high levels of shared data between the various parts of the institution.

Other (please specify)

9. Are there other aspects of your institution that affect the way that Enterprise Architecture is/is not implemented on your campus?

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## 3. Technical Solutions

These questions ask about your technical solutions: buy vs. build, open source vs. vendor solutions...

10. As a general rule is your institutions preference to build or buy software:

- Build Exclusively
- Build Mostly
- Even mix of buy and build
- Buy Mostly
- Buy Exclusively

11. How would you describe your institutions approach when acquiring solutions:

- We pick Best-of-breed solutions
- Some best-of-breed some single vendor integrated solutions
- We pick single-vendor integrated solutions

12. Do you outsource activities like development, hosting of services, etc.

- Significant Outsourcing
- Some Outsourcing
- Little Outsourcing
- No Outsourcing

13. What extent are you actively pursuing "Cloud Computing" or Software-As-A-Service (SaaS) solutions?

- We have implemented Cloud Computing or SaaS solutions
- We are moving to implement Cloud Computing or SaaS solutions now
- Cloud Computing or SaaS solutions are on our strategic plan but we haven't begun implementation
- We are watching and waiting to see what becomes of Cloud Computing and SaaS
- We are not considering Cloud Computing or SaaS

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14. Do many of your programming activities include use of open source software (OSS) products?

- Significant portions are Open Source Software based
- Some portions are Open Source Software based
- Few portions are Open Source Software based
- No portions are Open Source Software based

15. What factors affect your open source vs. vendor source choices?

	5
	6

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## 4. Multi-year planning

16. Do you have a multi-year Technology and Services Portfolio/Roadmap/Blueprint?

Yes

No

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## 5. Those Who Have a Multi-Year Plan

17. Is it aligned with your budget?

Yes

No

18. Who is responsible for maintaining the plan or roadmap?

19. How is it aligned with the Institute's multi-year business plan?

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## 6. Enterprise Architecture at Your Institution

The following sections ask about Enterprise Architecture at your institutions. You will see different questions depending on your answer to following question.

20. Do you have an Enterprise Architecture / Information Technology Architecture / Infrastructure Architecture group (EA Group)?

Yes

No



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## 7. Institutions that have an Enterprise Architecture group

21. How long have you had an Enterprise Architecture (EA) group?

- Less than 1 year
- 1 - 3 years
- 3 - 5 years
- 5 - 10 years
- more than 10 years

22. Which Organizational Model of EA best fits your institution

- Informal/ Ad hoc architecture - no formal architecture group. Individuals acting as ad hoc architects in their areas
- Isolated Architecture - a "more formal" architecture group but that group is focused on one or two departments
- Limited Central Architecture - a central architecture group but with limited interaction in select areas and projects across campus
- Federated Architecture - Architecture groups or individuals around campus working together to form a "enterprise architecture" group
- Head Architect with Domain Architects - like federated but with a central lead architect(s) orchestrating the federation
- Central Architecture - a core group of architects that review all projects in the enterprise
- Other (please specify)

23. Where does your EA group report (check all that apply):

- Manager
- Director
- Deputy CIO
- CIO
- Vice Provost
- Provost
- Other (please specify)

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24. Which choice most closely matches their range of effect? Projects in a:

- Group
- Department
- Multiple departments in a single organizational unit
- Some/select projects across campus
- All projects on campus

Other (please specify)

25. When do they usually engage with projects? (check all that apply)

- At inception
- During requirements gathering
- During Construction
- During Roll-out
- After Launch
- Along the whole lifecycle

Other (please specify)

26. How would you best describe their method of engagement (pick all that apply)

- Making Recommendations
- Adding/Reviewing Requirements
- Project Facilitation / Project Management
- Project Review
- Project Gate (i.e. can stop a project)

Other (please specify)

27. How would you best describe the growth or change in the view of Enterprise/I.T. Architecture on your campus:

- It is viewed the same as has been for the past three years
- It has lost importance over the past three years
- It has gained importance over the past three years

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28. How important all the following factors in driving the change in EA on your campus:

	Very Important	Somewhat Important	Not Important
Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complexity of I.T. systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rate of change of I.T.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personnel Issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased business silos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decreased business silos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Privacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk management/reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Large projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other factors that were important

29. In which areas do you think EA has been MOST effective (select all that apply):

- Identity and Access Management
- ERP implementations
- Business Process improvements
- Security / Information Protection
- Portfolio Management (helping to understand and/or manage the I.T. portfolio)
- Complexity Management (helping understand and/or reduce the complexity)

Other (please specify)

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30. In which areas do you think EA has been LEAST effective (select all that apply):

- Identity and Access Management
- ERP implementations
- Business Process improvements
- Security / Information Protection
- Portfolio Management (helping to understand and/or manage the I.T. portfolio)
- Complexity Management (helping understand and/or reduce the complexity)

Other (please specify)

31. As a CIO, if Enterprise Architecture could have one effect on your campus; what would that effect be?

  

32. Do you have an Architectural Review Board?

An IT Architecture Review Board is a group of IT architects and/or other senior technical personnel, formally convened in order to provide input on project plans and/or on specific domain architectures designed for your institution.

Yes

No

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## 8. Architecture Review Board Questions

33. Which choice most closely matches their range of effect? Projects in a:

- Group
- Department
- Multiple departments in a single organizational unit
- Some/select projects across campus
- All projects on campus

Other (please specify)

34. When do they usually engage with projects? (check all that apply)

- At inception
- During requirements gathering
- During Construction
- During Roll-out
- After Launch
- Along the whole lifecycle

Other (please specify)

35. How would you best describe their method of engagement (pick all that apply)

- Making Recommendations
- Adding/Reviewing Requirements
- Project Facilitation / Project Management
- Project Review
- Project Gate (i.e. can stop a project)

Other (please specify)

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## 9. No Enterprise Architecture Group

\* 36. Are you planning to implement an Enterprise Architecture group in the next year or two?

No

Yes. Briefly describe what you hope to gain.

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## 10. Questions about Project/Portfolio Management

37. Do you have a Project Management Office or Portfolio Management Process?

Yes

No

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## 11. Project / Portfolio Management part 2

38. Which do you have?

- Project Management Office
- Portfolio Management Process
- Both

39. Does the Project Management Office / Portfolio Management Process work closely with EA?

- Yes
- No
- Don't have an EA group

40. Does the Project Management Office / Portfolio Management Process help reinforce EA?

- Yes
- No
- Don't have an EA group.



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## 12. Thank you for your assistance

Thank you for your time and assistance. Your input is greatly valued by the members of ITANA and by me personally.

Jim Phelps  
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Sr. I.T. Architect, UW-Madison

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