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Welcome to the Enterprise Architecture Body of Knowledge (EABOK) eNewsletter. Here you'll find the latest news about the EABOK community and more. Enjoy!

News & Notes

(*Shown L-R are EABOK members Duane Hybertson, Marshall Fisher, and Neil Efrom*)

EABOK @ the Enterprise Architecture East Conference, Washington, D.C., Oct. 6-7, 2015
Members of the EABOK gave a presentation titled "**Building Architectural Relationships**" as part of this annual event, which brought together enterprise architects and others from the federal government and related industries. Click here to see the full presentation from **Neil Efrom**, **Marshall Fisher**, **Henrik von Scheel**, and **Con Kenney.**

- **It's an Honor…**To welcome our newest Advisory Board member, **Sloane Bailey, the Air Force's Division Chief for Enterprise Architecture.** Previously, Ms. Bailey was the Marine Corps' Chief Business Architect, and a Senior Enterprise Architect at the Department of Homeland Security. With more than 30 years of experience working in IT for both the public and private sectors, Ms. Bailey has held positions in various capacities including Senior Enterprise Architect, Systems Engineer, Enterprise Architect, Data Administrator, Data Analyst, Technical Lead, Senior Analyst, Programmer/Analyst, Project Manager, and Program Director. She holds a B.A. in Mathematics from Wells College, an M.S. in Government Information Leadership, and two certificates from the National

Defense University, as well as the DoD CIO certificate. She is a Certified Enterprise Architect through the FEAC Institute.

Ms. Bailey joins current board members **Dr. Sheila Cane**, **Professor Rich McCarthy**, and **Con Kenney**.

- **Passing the Torch**—**Dr. Duane Hybertson**, Chief Editor of the EABOK Editorial Review Board (ERB) is stepping down from this role, but staying on as a member. Taking his place as Chief Editor is **Dr. Saurabh Mittal**, Lead Systems Engineer at MITRE. Previously, he was a scientist and architect at National Renewable Energy Laboratory, the Department of Energy, and the U.S. Air Force Research Lab. Dr. Mittal has co-authored nearly 50 articles in various international conferences and journals, including a book titled "*Netcentric System of Systems Engineering with DEVS Unified Process,*" CRC Press (2013). Dr. Mittal graduated from the University of Arizona, where he earned a Master of Science and a Ph.D. in Electrical and Computer Engineering.

- **Save the Date**—The EABOK Community Workshop is scheduled for **June 23, 2016,** at MITRE's McLean, VA, campus. The details are being worked, but expect stimulating presentations by leading enterprise architecture experts and lively discussions about the profession.

- **We're on Facebook**—EABOK now has a Facebook page—Please visit and share your thoughts about EA.

Ask the Expert — Featuring Ian Komorowski, Branch Chief, U.S. Securities and Exchange Commission

Mr. Ian Komorowski took time from his busy post as Branch Chief for Enterprise Architecture Standards & Analysis for the Securities and Exchange Commission (SEC) to share his perspectives on how enterprise architecture (EA) is viewed and applied in the U.S. federal government. Mr. Komorowski's employer, the SEC, has a mission to protect investors, maintain fair, orderly, and efficient markets, and facilitate capital formation.

Q: Are there any projects in particular where EA played an important role? If so, can you elaborate?

A: One of the best reactions I ever received on an EA effort was from a business owner at the end of the engagement: "You know our business better than we do!" I view that not only as a qualitative measure of the project's success, but also a key goal of what any EA effort should aspire to. Collecting all the bits and pieces of the organization—such as standard operating

procedures, undocumented business process, lists of applications or components, or other architecture-type documentation—and assembling it into a holistic view designed to meet the needs of a particular set of stakeholders and help them answer questions in a more informed way.

For this particular project, the program office inherited dozens of websites—all were focused on the maintenance of vehicles and training the maintainers. Our team assessed how users interacted with the websites, how data was hosted and sent, and how maintenance and training data was kept up to date. These activities led to the development of an abstracted end-to-end business process, helped drive the rest of the architecture documentation, and provided the overarching 'requirement' for system road mapping and migration. Without the EA effort, the stakeholders would not have had the holistic view they needed to accomplish their goals.

Q: Where do you see the EA profession in five or even 10 years?

A: Before I look ahead, I'd first like to look back. Over the past decade, EA development and architecture modeling have become commoditized activities. EA has evolved to the point where the practice of building architecture is widespread; therefore, creating a solution, segment, or enterprise-level architecture is pretty straightforward. There also seems to be less of an emphasis on debating the different frameworks and their relative merits. Practitioners recognize that a framework is important for structuring the approach, and the choice of using one or another of the three or four standard frameworks (give or take) is, in my opinion, dependent on one's particular industry more than anything else.

Whether the architecture is maintained for the long term or embedded into enterprise decision methodologies is another story. I believe that over the next five to 10 years, there will be increased emphasis on the use of architecture. There is quite a bit of discussion in various professional forums (conferences, papers, etc.) on how to actually do this. Everyone agrees—it's not easy. I believe we must draw upon an architect's soft skills, e.g., understanding the culture and the politics of an organization, explaining the value of EA to non-technical stakeholders, and thinking at the strategic, programmatic, and tactical levels (sometimes in parallel!). These soft skills are necessary in order to embed the use of EA into enterprise-wide decision-making processes.

The challenges associated with embedding and maintaining EA into decision methodologies are many, starting with time. This requires a dedicated and often sustained effort for mid-size to large organizations to succeed. Another challenge is the profession's ability to differentiate itself from business intelligence and other types of analytics. The key aspect to this differentiation is maintaining the focus on both the enterprise view (as opposed to a specific project or effort), while maintaining the 'library' that EA becomes. Just like a library, information must be structured, continuously collected, and easy to find.

Q: What would you like your colleagues in the federal government who aren't familiar with EA to know about the practice?

A: One of the biggest misnomers the profession faces is that EA or 'architecture' is still viewed as an IT thing. While its roots are deep in the information systems space, the intent has almost always been to focus EA on all aspects of the enterprise—not just IT. We haven't done a very good job at embedding this thinking into the broader government space. This is partially due to legislative drivers aligning the EA function and Chief Architect to the Chief Information Officer. However, the approach of aggregating and structuring information about an enterprise can be applied to any set of decisions that have a broad scope or large sets of funds.

Business functions or business capabilities, for example, can be used at the senior business management level—ensuring that the programs a government organization organizes its budget under cover the full breadth of the enterprise. The challenge is trying to guide senior management into thinking in more abstract concepts like business capabilities, and maintaining the rigor of keeping discussions and perspective at the same level of abstraction. And finally, being patient, and devoting enough time to analyzing the data before you to guide your decisions.

Ian Komorowski is the Branch Chief for Enterprise Architecture Standards and Analysis at the SEC. Formerly, he was the Deputy Director for Business Architecture at the Veterans Health Administration, and has held architecture leadership roles at multiple consulting companies. He is a strong proponent of using EA for decision-making enterprise-wide, and at multiple levels of abstraction.

Coming Soon...

In the next few months, EABOK will issue a call for papers for its debut edition of the *Journal of Information Systems, Architecture, and Strategy.* This free**,** open-access journal will publish quarterly. However, articles approved for publication will be made available immediately on eabok.org. Interested authors are encouraged to contact Dr. Saurabh Mittal, Chief Editor, ERB, with questions.

Join the EABOK

The EABOK is a unique, community-based endeavor whose members believe that the best way to advance the profession is to share their collective knowledge. We consider new and previously published material on an ongoing basis, and if approved by our Editorial Review Board, your contribution will be posted on EABOK's website and promoted on our social media outlets. There are no fees involved—all materials are free.

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Happy Holidays to everyone, and cheers to a healthy, wonderful new year!