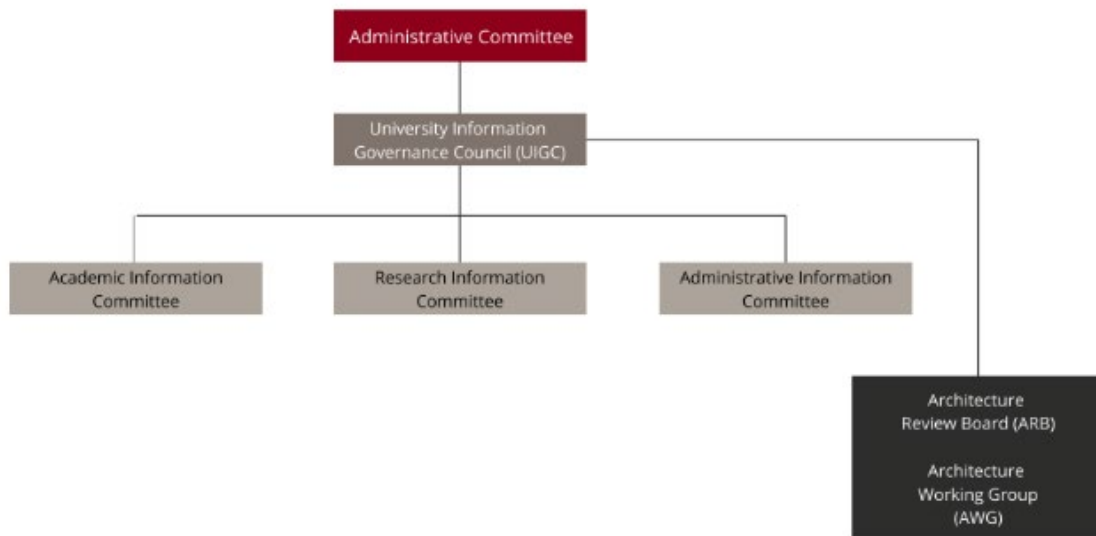# Architecture Review Board (ARB) & Architecture Working Group (AWG)

Terms of Reference

University of
Ottawa Approved
by AWG Nov2022

Approved by ARB:
Pending

Governance Structure

Introduction

The Architecture Working Group (AWG) as well as the Architecture Review Board (ARB) report to the University Information Governance Council (UIGC). The UIGC is accountable to the Administrative Committee.

The UIGC maximises institutional value from Information Management and Information Technologies (IM\IT) investments and practices, and to ensure alignment of IM\IT with the University's strategic objectives and priorities. The ARB is one important key element in achieving those goals, by owning the Enterprise Architecture and its associated principles developed and documented by the AWG. The AWG is also responsible for making recommendations to the ARB with respect to architecture deliverables, project presentation requirements, architecture reference models and standards, and the ongoing evolution of the enterprise architecture program. Also, the AWG oversees the development and document the necessary architectural artifacts and principles, with the help of various stakeholders.

Reference UIGC terms of reference:

https://it.uottawa.ca/sites/it.uottawa.ca/files/uigc_terms_of_reference_-_updated_september_2020.pdf

Purpose

The University of Ottawa has established a structured IM\IT Governance Strategy, represented by the UIGC. To ensure such strategy is successfully implemented across the organization, the AWG oversees the development and documents the necessary architectural artifacts and principles, with the help of various stakeholders.

The ARB provides leadership by representing all the key stakeholders responsible for the review and maintenance of the overall IM\IT initiatives, ensuring their alignment with the strategic direction of the UIGC, as well as proper prioritization. The ARB is the "sponsor" of the AWG throughout the university, by gathering a various executive-level responsible group providing leadership and governance to ensure alignment of information technology IM/IT initiatives, trends, investments, and direction throughout the university. It is a two-way communication, also aiming to monitor responses of the community towards the overall decision making with regards to IM\IT initiatives. The ARB may help bring to light a positive response (confirming that the initiative is well received by a majority) or a negative one (confirming that the initiative could potentially have an undesired impact

Mandate

The ARB is the common ground for reviewing IT initiatives, ensuring that their outcome is aligned strategically and architecturally, utilizing best practices, in accordance with uOttawa's policies and standards, with respect to business and technical capabilities, information management, security and privacy, integration, user experience, application design, and infrastructure. The ARB process is published and made accessible to the University staff. It operates a project presentation process, with peer review and approval by the AWG, at various stages of the project lifecycle (initiation, solution approach and solution architecture

review). Overall, the ARB presentations are aligned with the University's enterprise architecture principles, reference models (e.g. higher education capability model), and IM/IT policies and standards.

The AWG is the approval authority for Enterprise Architecture principles, IT Standards, and strategic architecture roadmaps. The primary mandate of the AWG is to review and authorize proposed IM/IT projects initiatives and solutions to be communicated and presented at ARB, steps that are mandatory throughout the Project Portfolio Management Office (PPMO) gating requirements. The requirements of each presentation are determined by AWG. The AWG ensures every initiative directly supports the University's direction for the digital future. In making recommendations to projects and programs, the AWG considers long term implications on overall user experience, system interoperability, protection of classified information, and sustainability. The AWG is the prime venue for discussing the scope, impacts on business capabilities, solution approach (reuse, buy, build), and solution design.

Specific Objectives

In practice, this responsibility is carried out by performing the following functions for the review of business-led technology projects:

Architecture Working Group

- Applies an overall University perspective in the evaluation of issues or concerns related to digital initiatives.
- Guides architecture deliverables, makes decisions and recommendations regarding large-scale digital initiatives.
- Reviews, makes recommendations, and endorses the business and IT designs and Enterprise Architecture components (including business capabilities, information structures, IT infrastructures, systems, and applications).
- Establishes, owns and manages the components of the Enterprise Architecture Strategy (i.e. principles, standards, policies, guidelines and reference models).
- Documents possible exceptions for deviations from the Enterprise Architecture Strategy.

- Recommends changes and enhancements to project and solution scope, solution approach, and technical architecture to best achieve University goals.
- Reviews and makes recommendations to ensure the University is compliant with legal and regulatory requirements as they pertain to IM/IT.

Architecture Review Board

- Communicates and implicates the broader IM/IT community or general staff by presenting projects that may impact various organization units, processes, and policies.
- Enable proactive responses to negative impacts related to IM/IT initiatives on various organizational units, processes, and policies, by capturing votes of official Members representing the broader IM/IT community.
- Establishing a two-way organization analysis and communication alignment strategy that leads to long term efficiency and productivity with regards to IM/IT initiatives.
- Review Intake Forms submitted through the PPMO process that are subject to being deployed at an Enterprise level, prior to final evaluation by UIGC.

Members of the AWG

The Chair of the AWG is the Director, Enterprise Architecture, who approves the order of priority of the topics to be presented. Vice-Chair will be assigned on a rotating basis. Secretarial Services are provided by the AWG Coordinators, supervised by the Enterprise Architect Analyst.

- Director, Enterprise Architecture (Chair)
- Senior Director, Information, and archives management
- Chief Information Security Officer (CISO)
- Business Architect
- Application & Integration Architect
- Infrastructure Architect
- Data & Information Architect

- Solution Architect
- Application Manager
- Faculty, Library, or TLSS representatives as required

Meetings

The AWG meetings are set on a weekly basis and may readjust as required. Every member can present a topic of their choice, but the final Agenda must be endorsed by the Director, Enterprise Architecture. Meeting minutes are kept and may be accessed by the members.

The ARB meetings are set monthly and may readjust as required (normally set the third Tuesday of every month). Projects must go through 2 presentations:

- The Business Architecture Presentation (BAP)

Reference of requirements and steps: BAP final with links.pdf

- The Technical Architecture Presentation (TAP)

Reference of requirements and steps: TAP final with links.pdf

The ARB coordinators, supervised by the EA Analyst, set the agenda, and keep detailed records of presentations, make sure projects have obtained all requirements prior to the event. Meeting minutes are kept, and all related information is available to the community. The Chair of the ARB is the Director, Enterprise Architecture. Vice-Chair will be assigned on a rotating basis. Secretarial Services are provided by the ARB Coordinators, supervised by the Enterprise Architect Analyst.

- Director, Enterprise Architecture (Chair)
- Deputy CIO
- Chief Information Security Officer (CISO)
- Business Architect
- Application & Integration Architect
- Infrastructure Architect
- Senior Director, IT Solutions
- Senior Director, Infrastructure

Up to 2 representatives from Faculties and Services

Annual Review

Once in every 24-month period, the AWG shall devote at least part of one meeting to a review of its policies, practices, principles, standards, and procedures over the preceding 12 months.