


Annex A - Proposal Cover Sheet: Enterprise Architecture Group Pilot

Cover Sheet for Proposals <i>(All sections must be completed)</i>			
Name of Capital Initiative:		Enterprise Architecture Group Pilot Call	
Name of Lead Institution:		King's College London, Centre for e-Research	
Name of Proposed Project:		KEAP (KCL Enterprise Architecture Pilot)	
Name(s) of Project Partner(s):		-	
Full Contact Details for Primary Contact:			
Name: Mark Hedges			
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Length of Project:		12 months	
Project Start Date:		1 st January 2008	Project End Date: 31 st December 2008
Total Funding Requested from JISC:		£48,294.10	
Funding Broken Down over Financial Years (Apr–Mar):			
Apr07 – Mar08		Apr08 – Mar09	
£12,073.27		£36,220.83	
Total Institutional Contributions:		£36,957.88	
Outline Project Description			
To align the institutional IT services with the College's Strategic Plan for 2006-2016, Information Systems and Services at King's College London is to carry out an ambitious five-year programme to create a comprehensive and integrated e-infrastructure as a framework for the support of teaching, research and administration. To support this, KCL has established the Centre for e-Research, which will play a leading role in producing an overall service-oriented architecture for this e-infrastructure. The proposed project will pilot an Enterprise Architecture approach to this work, applying and evaluating the TOGAF approach on an institution-wide basis.			
I have looked at the example FOI form at Appendix A and included an FOI form in the attached bid (Tick Box)		YES ✓	NO
I have read the Circular and associated Terms and Conditions of Grant at Appendix B (Tick Box)		YES ✓	NO

FOI Withheld Information Form

We would like JISC to consider withholding the following sections or paragraphs from disclosure, should the contents of this proposal be requested under the Freedom of Information Act, or if we are successful in our bid for funding and our project proposal is made available on JISC's website.

We acknowledge that the FOI Withheld Information Form is of indicative value only and that JISC may nevertheless be obliged to disclose this information in accordance with the requirements of the Act. We acknowledge that the final decision on disclosure rests with JISC.

Section / Paragraph No.	Relevant exemption from disclosure under FOI	Justification
1.3	s.43 Commercial Interests	Contains details of our proposed architecture, which would damage our commercial interests if disclosed.
1.4	s.43 Commercial Interests	Contains details of our proposed architecture, which would damage our commercial interests if disclosed.
1.6	s.43 Commercial Interests	Contains financial details of our programme, which would damage our commercial interests if disclosed.
Appendix A.	s.43 Commercial Interests	Contains details of our proposed architecture, which would damage our commercial interests if disclosed.

Please see <http://www.ico.gov.uk> for further information on the Freedom of Information Act and the exemptions to disclosure it contains.

Proposal: KEAP (KCL Enterprise Architecture Pilot)

Submitted under: JISC Circular 02/07 (Enterprise Architecture Group Pilot Call)

Submitted by: King’s College London (KCL), Information Systems and Services (ISS) Centre for e-Research (CeRch)

Summary of Project

To align the institutional IT services with the College’s Strategic Plan for 2006-2016, Information Systems and Services at King’s College London is to carry out an ambitious five-year programme to create a comprehensive and integrated e-infrastructure as a framework for the support of teaching, research and administration. To support this, KCL has established the Centre for e-Research, which will play a leading role in producing an overall service-oriented architecture for this e-infrastructure. The proposed project will pilot an Enterprise Architecture approach to this work, applying and evaluating the TOGAF approach on an institution-wide basis.

1. Institutional Readiness

Evidence of institution-level strategies at KCL:

1.1 The Principal of King’s College London recently published an ambitious strategy for College for the period 2006-2016, which included the following goals¹:

- To enhance external recognition of College research stature
- To increase substantially King’s research funding with more collaborative and entrepreneurial funding
- To develop world-class professional services and infrastructure to support College teaching, learning, research, and knowledge transfer, built on a client-centred culture.

1.2 In support of this vision, Information Services and Systems (ISS) at KCL published *Living Knowledge 2010*, a knowledge and information strategy that articulates a five year plan for the College to support the creation, use, sharing and preservation of information and knowledge in support of research, teaching and administration². This year saw the completion of a plan for implementing this strategy, *The Connected Campus (CC)*, which provides a framework for aligning KCL’s information services and systems infrastructure with the College Strategic Plan for 2006-2016. The Connected Campus framework enshrines the development of an innovative e-environment for King’s, delivering many of the components of a virtual campus. It focuses on enabling greater connectivity between King’s multi-site campuses and integrating electronic access to services.

1.3 [REDACTED]

¹ <http://www.kcl.ac.uk/downloads/strategy/plan2006-16.pdf>
² <http://www.kcl.ac.uk/iss/about/iks/lk2010.html>

1.4

1.5 The Connected Campus employs a strong project management framework to ensure that deliverables meet the needs of Schools and Professional Services. The CC is subject to ongoing monitoring and is managed within already available resources. The framework is supported by a newly created Project Office, which employs Programme Management to ensure co-ordination and control across projects. There are five programme delivery areas within the Connected Campus as follows:

- End to End Connectivity
- Enabling Research
- Enabling Teaching
- e-Community
- Enable Professional Services

1.6

1.7 The approach to developing the overall architecture for the ambitious plans outlined in the Connected Campus Plan is to combine elements of the 'whole institution top-down' approach to Enterprise Architecture³, in which a high level architecture is developed, with a 'systems-integration-using-services bottom-up' approach – the College already has a number of service-orientated systems, and legacy systems that can be integrated within the wider framework using a service-oriented approach. This approach will enable us to develop flexible and extensible systems that can respond to the needs of its multiple constituents, and that will reduce overall costs in the longer term as systems can be re-purposed to cope with a variety of needs.

1.8 KCL is therefore in a position where there is significant strategic support and investment in defining, developing and implementing a coherent and coordinated e-infrastructure across its distributed campuses. It intends to use a service-oriented approach to guide and frame this work, and will be drawing on the JISC e-Framework work as it does so. The College would therefore derive a significant benefit from being involved in the Group Pilot. Engagement with a wider community of early adopters, and support to use a proven methodology to guide the development of an Enterprise Architecture would serve to kick start the investment at King's.

1.9 Conversely, as an institution starting out on these developments, KCL's involvement would bring a great deal of benefit both to JISC and the wider community. The Connected Campus is ambitious in scope and King's as an institution provides a number of challenges – it is highly distributed across multiple campuses, it has had in the past a highly devolved IT infrastructure that has resulted in some repetition of infrastructure and services, it serves multiple disciplines with a wide variety of requirements, and it has a large student body with diverse needs. Addressing these issues through the project will therefore provide case studies, guides to good practice, process models, Services, SUMs etc. for JISC to make available to the wider community through the e-Framework, and will provide highly useful inputs to JISC's thinking about future developments.

Service-oriented developments at KCL:

1.10 CeRch is already undertaking implementations that follow a service-based approach, which will contribute to the College-wide integrated architecture. In particular, under the aegis of the AHDS it

³ Using the terminology of Paragraph D20 of the call.

has been working on an integrated and service-oriented digital repository environment, based around the Fedora repository software (www.fedora-commons.org/), which exposes its interfaces as web services. This environment includes not only the repository itself, but incorporates services for deposit, ingest, preservation, re-use, resource enhancement (such as generation of resource discovery metadata), and workflow. Some components of this environment are being undertaken as part of JISC-funded projects (e.g. SOAPI, MetaTools, SHERPA DP⁴), others are being supported by CeRch's core funding. The AHDS' activities were naturally focussed on research and education in the arts and humanities. However, it should be emphasised that none of these developments are restricted to these disciplines – the systems and techniques are of utility in any field.

1.11 CeRch has also set up an Institutional Repository (IR) for the College, also taking a service-oriented approach and based on Fedora, with the short-term priority of storing scholarly output, enabling a culture of self-archiving across the College, and contributing to the open access agenda. The IR was integrated with the Research Gateway (RG), a pre-existing system that manages and provides access to data relevant to the RAE process. The IR followed the same service-oriented approach used within the AHDS environment, however the integration with legacy RG system highlighted the need for establishing a coherent architecture for systems integration across the college.

1.12 The Connected Campus programme proposes extending these early explorations of service-oriented developments to encompass the whole institutional framework, with the establishment of CeRch to take the lead.

Stakeholder Analysis:

1.13 Substantial stakeholder analysis has taken place in the development of the CC plan. The Chief Information Officer and College Librarian and her staff have consulted widely with the College research committee, the College Teaching Committee, Heads of Schools, Research Strategy Groups for all disciplines across College, School Teaching Committees, Professional Services, and the Principal's Senior Team (of which she is a member). These consultations have shaped the plan and ensured that the necessary investment has been forthcoming.

1.14 A Programme Board has been established to oversee the implementation of the Plan, and a further series of fora are in place to consult more widely with academic, student, and professional services. The first of these fora is to take place on the 10th October 2007 and they are due to be completed by December 2007. Thus a robust and informative stakeholder analysis will be completed by the start of this project and serve to inform its work.

1.15 The following table lists the project's key stakeholders, who will impact the success of the project, identifying and prioritising their stake:

Stakeholder	Interest / stake	Importance
KCL Chief Information Officer and the Senior Management Team at KCL	Overall responsibility for information strategy. Direct and explicit interest in the success of the project. Significant financial investment in the CC.	High
Research community within KCL	Providers of information and users of the systems and information.	High
Teaching and learning communities within KCL	Providers of information and users of the systems and information.	High
Professional Services community within KCL	Providers of information and users of the systems and information.	High
CeRch	Leaders of research and development for the CC.	High
JISC, particularly the JISC/DEST e-Framework Programme	A case study into the applicability of Enterprise Architectures in HE. Services, SUMs and Guides contributed to the e-Framework by the project. Other benefits, as in D7 and D8.	High
Corresponding communities in other	Results of project may influence adoption	Medium

⁴ <http://ahds.ac.uk/about/projects/soapi/index.htm>,
<http://ahds.ac.uk/about/projects/metatools/index.htm>, <http://www.sherpadp.org.uk/index.html>.

institutions	of methodology in other institutions.	
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Commitment of key stakeholders:

1.16 The Connected Campus programme has significant financial support from King's, and the CeRch plan has the full support of the Senior Management Team, including the Principal and Karen Stanton, the Chief Information Officer and College Librarian. Stakeholder consultation has demonstrated wide approval for the CC plan and enthusiasm to engage with its development and implementation. The TOGAF framework will provide an ideal vehicle to drive forward these developments, and is a very good fit for much of the planned e-infrastructure work.

2. Evidence of Senior Staff

2.1 We propose Dr Mark Hedges (CV attached) as the nominated Senior Staff Member, to work 0.3 FTE on the project over a period of 12 months. Mark is Deputy Director of CeRch, and is head of the e-Research Infrastructure division, part of whose remit is the development of an integrated e-research infrastructure across KCL. He has extensive experience of IT issues and of all phases of the system development lifecycle, from requirements gathering through to testing and support, gained from 17 years work in the commercial software industry. Since February 2005 he has been Technical Manager of the AHDS, with overall responsibility for all IT infrastructure and services, and in this role he managed a number of repository and e-infrastructure development projects. As of January 2008 Mark will be employed 50% in CeRch and 50% for the AHDS for the remainder of its funding. From April 2008 he will be employed full time in CeRch.

2.2 Mark will be the project leader and single point of contact for the project. He will attend the training course, workshops, conferences and other meetings, as well as liaising with JISC, and applying the TOGAF approach to KCL's Connected Campus initiative, as described in paragraphs D24-D26 of the call. Although Mark meets or exceeds all of the evaluation criteria listed in the call (see table below), he will additionally be supported by Sheila Anderson, the Director of CeRch, working 0.05 FTE. This will allow Sheila's broader knowledge of the higher education sector to bring significant benefit to the project, while maintaining a single point of contact.

2.3 The following table shows the correspondence between the skills and experience of the proposed senior staff member and the requirements listed in D30 of the call:

Criterion	Skills & Experience
An up-to-date and relevant knowledge of the higher education sector?	MH has recent experience of the HE as a mature student carrying out postgraduate studies in the School of Humanities at KCL, and thus is aware of current approaches, requirements and issues around HE from a student's perspective. Since Feb. 2005 MH has been working at the AHDS, based at KCL, providing services that support education and research in HE, specifically in arts and humanities disciplines, but with a consciousness of the broad applicability of the issues. MH will be supported and advised on HE issues by SA, who has a longer and broader experience of the HE sector, having worked for 16 years in a number of roles at several institutions, including 7 years as director of the AHDS at KCL.
An awareness of the significant trends in the IT domain, including the economic, political, legal, and regulatory context?	MH's long-term and wide-ranging experience in IT has involved him in producing systems to support very diverse requirements, which thus required a constant monitoring of trends in IT, and not just from the technical point of view. His work in the commercial and government sectors required him to pay attention to commercial/economic and political issues. More recent work at the AHDS and CeRch has required a strong focus on the use (and re-use in other systems) of open source components, which has required him to develop a knowledge of licensing, copyright and IPR issues.
An awareness of one or more other industry sectors and relevant experience in IT	As part of his commercial background, MH gained extensive experience of architecture specification and system development in a number of sectors, mainly the financial sector but also in the

architecture development and implementation?	defence/government and utilities sectors.
An understanding of the stakeholders' business needs and how they relate to their business and mission?	<p>The main stakeholders are outlined above. Extensive consultation has already taken place, and will continue to take place as the CC plan is implemented. The project will report directly to the Chief Information Officer (through Sheila Anderson).</p> <p>At the AHDS, MH was involved closely with the needs of researchers and teaching staff in arts & humanities departments, and gained an extensive understanding of the services they need to fulfil their mission. He also has recent experience of this from the student perspective, having taken a year off to do an MA at KCL (2003-04).</p> <p>While this experience was gained in relation to arts & humanities disciplines, it is equally applicable to other disciplines, particularly ones that involve working with complex and diverse digital resources. In particular, MH has been investigating service-oriented approaches to managing large data sets (using grid technologies), which will be a key requirement for much scientific research.</p> <p>At the AHDS, MH was involved in developing an Institutional Repository for KCL, using a service-oriented approach, and integrating it with the legacy Research Gateway system, which supports management of KCL's research output. Since the planning for CeRch began, he has been extending his investigations to cover the full range of services that may be provided by the proposed e-infrastructure, in liaison with the Information Systems and Services group within KCL.</p>
The ability to produce architectures with occasional assistance from more experienced IT Architects?	During his time working in the commercial sector, MH was the technical lead in developing the architecture for several large-scale projects (mainly in the finance industry).
The individual used modelling techniques such as use case, scenario modelling, prototyping, benchmarking, and performance?	<p>MH has experience of all stages of the software development lifecycle, on a large scale in a commercial environment, and using various methodologies. The approaches taken included agile programming and rapid prototyping, more traditional waterfall approaches, through to formal methods on a safety-critical system.</p> <p>In particular, he has been involved in:</p> <ul style="list-style-type: none"> • talking to users in order to elicit and refine requirements; production of scenarios and detailed use cases as a way of modelling those requirements. This was carried out in the banking and government sectors. • modelling performance (using mathematical models and benchmarking prior to development), testing performance (post-development) , and specifying performance enhancements, for certain performance-critical financial systems requiring fast throughput of large quantities of data.
The use and application various techniques, such as data collection, data analysis, hypothesis, and solution formulation, to produce a supportable answer to the question?	MH has significant experience of formulating and resolving questions and problems from IT related projects, and also experience of analysing complex data and formulating and testing hypotheses in scientific contexts (including statistical analysis). SA has conducted a number of data gathering and analysis projects, including for the JISC Repositories Review and the e-Science Scoping Study.
How experienced is the individual in working with more than one hardware and	At CeRch, the main hardware platforms are servers running Linux, although Windows-based desktops may be used for development. Software is mainly developed in Java or Python,

software platform?	<p>although other languages and open-source software components (e.g. MySQL, jBPM, Tomcat, Axis) are used. Some data grid development has involved developing software in C. An open standards-based approach is followed throughout.</p> <p>In Mark's earlier commercial experience, the work was based around projects for individual clients, and consequently the hardware & software used varied greatly from project to project, as regards hardware (PCs, servers, embedded microprocessors), operating system (Windows, various flavours of Unix, VAX/VMS), programming languages (Java, C, C++, Fortran, PL/1), database systems (Oracle, Sybase, DB2, Postgres, MySQL), among others. Projects often involved integrating diverse components and platforms.</p>
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3. Institutional Commitment

Mechanisms and structures in place for delivering project

3.1 The primary mechanism for delivering the project is through the newly established Centre for e-Research which has a specific remit to lead on the development of an overall architecture. CeRch sits within the management framework of ISS at KCL. The Director of CeRch is part of the ISS Leadership Team which has responsibility for strategic level decision making, developing and leading strategic projects, collaborative working across teams within ISS, and discussing and deciding on future developments. The Leadership Team meets on a monthly basis and the project will be a regular item for reporting and discussion, in particular, to discuss how the outputs from the project are integrated into future planning and decision making. Colleagues from across ISS will be involved and cross-team collaborations will be formed as appropriate, to action outcomes from the project work.

Support of Senior Representatives of institution

3.2 The proposal, as part of the implementation plan for the Connected Campus (CC) framework, has the full support of Karen Stanton, the Chief Information Officer and College Librarian, and the CC Programme Board. The TOGAF standard is a very good fit for much of the planned e-infrastructure work that ISS/CeRch plans to carry out for KCL. A supporting letter from Karen Stanton is attached.

Decision-making vehicles

3.3 We envisage that, should the project be funded, the Leadership Team will establish a cross ISS Working Group to discuss and implement the problems questions and decisions arising from the project. The planning process will be an integrated part of the CC implementation plan and will inform both current activity and future plans. Regular reports on the outcomes of the project will be provided to the CC Programme Board to help inform their decision making, and to provide guidance back to the project on further developments.

3.4 In addition, ISS has a Team Leaders Development Forum that brings together team leaders responsible for running services and implementing strategic decisions and plans. This Forum will be used to inform and provide training for Team Leaders (and their staff where appropriate) in the TOGAF methodology and the resulting architecture. This will ensure that as an enterprise architecture is developed for King's, staff are fully briefed on the impact and the requirements for its further development and implementation, and are involved in the decision making process.

Project staff – resource level, roles and responsibilities

Mark Hedges, 0.3 FTE for 12 months, as nominated Senior Staff Member

3.5 Mark Hedges will report to Sheila Anderson and will attend ISS Leadership Team meetings to report on the project. He will coordinate the cross-ISS working group and the training programme for team leaders.

Sheila Anderson, 0.05 FTE for 12 months, assisting Mark Hedges (not charged to the project)

3.6 Sheila Anderson is the Director of CeRch and a member of the ISS Leadership Team. She will be responsible for reporting to the ISS Leadership Team, and for ensuring that the necessary cross-ISS working group is in place, and that training is provided.

Systems Analyst, 0.4 FTE for 12 months, identity TBD.

3.7 CeRch is currently carrying out a recruitment process to complete its portfolio of staff expertise. One of these new staff will be a Systems Analyst, who will be line managed by Mark Hedges in his role as Deputy Director of CeRch. The Analyst's remit will include engaging with users and other stakeholders throughout KCL. As part of this role, the Analyst will spend 0.4 FTE of his/her time contributing to the implementation, documentation and evaluation of TOGAF within the KCL institutional architecture, as described in Paragraph D27 of the call.

3.8 Other staff: In addition to these core staff, the project can draw upon the broad, pooled expertise of the staff of the AHDS Executive and AHeSSC, who form part of the CeRch personnel. This expertise covers a range of both technical and application issues, including repositories, digital preservation, grids, service-oriented architectures and web services, and the management and processing of complex research data. In particular, Tobias Blanke, a Research Associate with AHeSSC, will provide be able to provide input on grid and other e-Science issues. Lynne Tucker, the ISS Chief Technology Officer, will also be closely involved in the developments to ensure coherence across College.

4. Risk Assessment

Risk	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Staffing Problems (inability to attract and retain staff with appropriate skills and experience)	1	3	3	<ul style="list-style-type: none"> – The proposed senior staff are already employed by CeRch. The junior staff member will be part of the new core team CeRch, and the recruitment process has already begun. Relevant expertise is spread among a number of other CeRch staff. – Spread project experience to other CeRch staff. Create a clear project plan and document current work to ensure knowledge is not lost.
Difficulties getting staff to buy into the TOGAF framework and the Open Group approach.	1	3	3	<ul style="list-style-type: none"> – The TOGAF framework is a good fit for much of the planned KCL e-infrastructure. – The plan has the full support of key KCL staff: Karen Stanton, Chief Information Officer & College Librarian, and Prof. Keith Hoggart, Vice-Principal (Arts & Sciences). – Use the ISS Team Leaders Development Forum (see Para. 3.4) to involve relevant staff with TOGAF approach.
A complete solution cannot be devised using the selected approach within the project time constraints.	2	3	6	<ul style="list-style-type: none"> – The absence of a complete solution is not a failure, as one aspect of the project is to investigate potential problems. – Liaise closely with the JISC programme support, Open Group working groups (in particular the new HE Working Group), and the mentor representative from Open Group. – While keeping in mind the broader view, attempt at least to achieve a solution in a subset of the problem space.
Failure to meet project milestones.	1	2	2	<ul style="list-style-type: none"> – Produce project plan with clear objectives. – Assess project continually and reschedule when necessary.

5. Budget

Directly Incurred Staff	Year <07-08>	Year <08-09>	Year	TOTAL £
Total Directly Incurred Staff (A)	£10,962.37	£32,888.13	£	£43,850.50

Non-Staff				
Travel and expenses	£	£	£	£
Hardware/software	£	£	£	£
Dissemination	£	£	£	£
Evaluation	£	£	£	£
Other	£	£	£	£
Total Directly Incurred Non-Staff (B)	£	£	£	£
Directly Incurred Total (A+B=C) (C)	£10,962.37	£32,888.13	£	£43,850.50
Directly Allocated				
Staff	£	£	£	£
Estates	£954 1,271.9 159	£2,862 3,815.7 477	£	£9,539.6
Other	£	£	£	£
Directly Allocated Total (D)	£2,384.9	£7,154.7	£	£9539.6
Indirect Costs (E)	£3,187 4,247.97 531	£9,559 12,743.91 1,593	£	£31,861.88
Total E	7,965.97	23,895.91		
Total Project Cost (C+D+E)	£21,313.24	£63,938.74	£	£85,251.98
Amount Requested from JISC	£12,073.27	£36,220.83	£	£48,294.10
Institutional Contributions	£9,239.97	£27,717.91	£	£36,957.88
Percentage Contributions over the life of the project		JISC 56.65%	Partners 43.35 %	Total 100%

Nature of Institutional Contributions

Directly Incurred Staff				
	£			
Directly Incurred Non Staff				
Hardware/Software etc.	£	£		£
Directly Allocated				
Staff, Estates etc.	£159	£477		£636
Indirect Costs				
Indirect Costs	£7,965.97	£23,895.91		£31,861.88
Total Institutional Contributions	£9,239.97	£27,717.91		£36,957.88

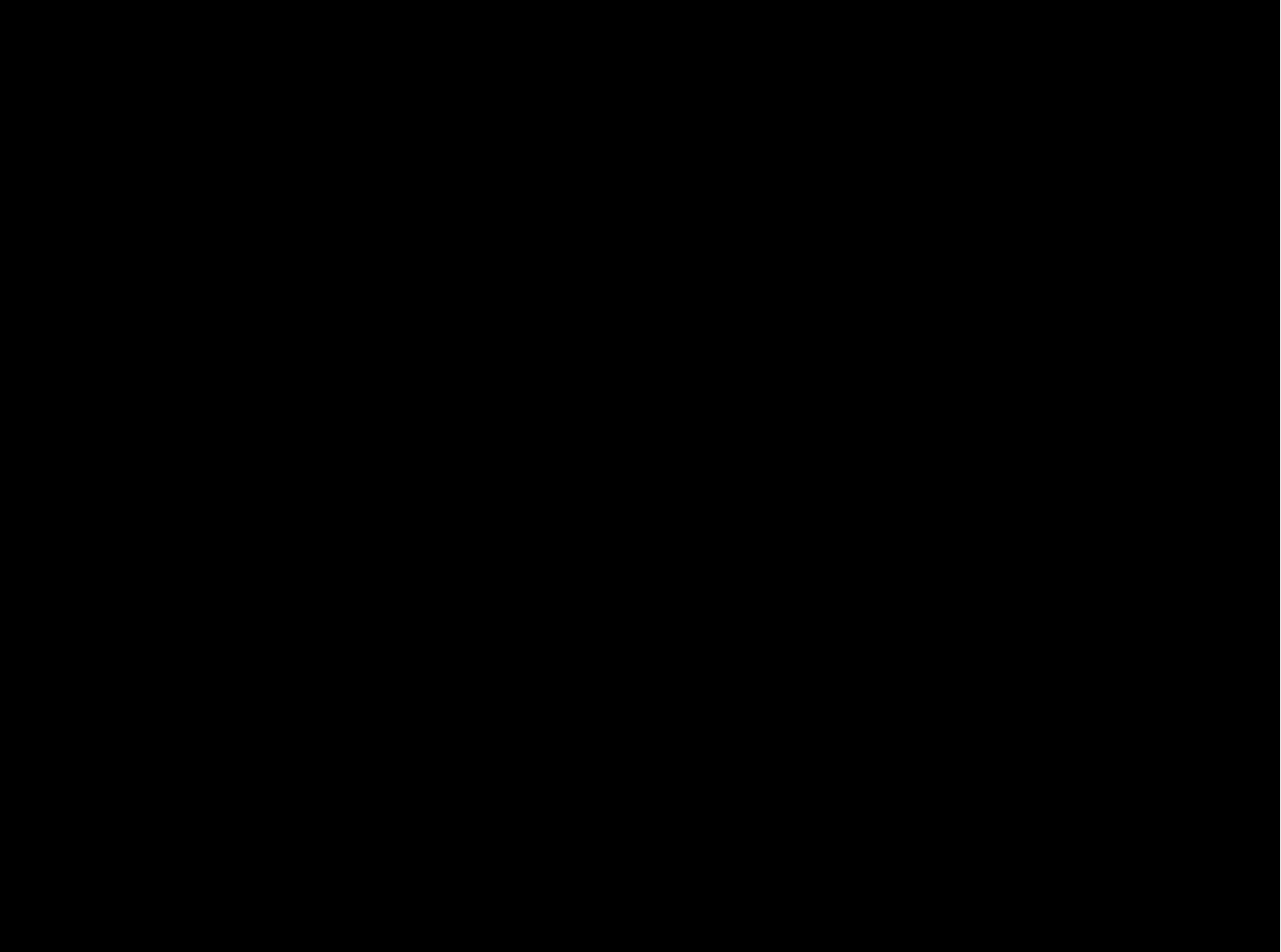
5.1 KCL will derive significant benefits from the project, as described in Paragraph 1.8. Institutional contributions have been determined accordingly.

Appendix A – The Connected Campus: e-King’s Environment



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1 October 2007

To Whom It May Concern

I write to confirm, on behalf of King's College London, our full support for the proposal submitted by the Centre for e-Research (CeRch) entitled '**KEAP**' (**KCL Enterprise Architecture Pilot**), under JISC Circular 2/07 (Enterprise Architecture Group Pilot) Call for Projects under the JISC Capital Programme.

This project is a significant initiative and we recognise its importance to King's College London as well as to the HE community. I also confirm that the evidence of the institutional current position regarding Enterprise Architecture / service oriented architecture is true and that the programme will continue for the next year

Yours sincerely,



Karen Stanton
Chief Information Officer & College Librarian
Information Services and Systems
King's College London