California
DEPARTMENT OF TECHNOLOGY

California Enterprise Architecture Framework Digest

January 2021

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1   Executive Summary

This California Enterprise Architecture Framework (CEAF) Digest provides an overview of Enterprise Architecture (EA) and California's approach to implementing EA statewide. The CEAF Digest describes its basic concepts and components, why state entities need it, and the benefits that can be expected from its support. It also provides a high-level outline of the CEAF implementation methodology.

The CEAF is designed to guide the professional practice of enterprise architecture and the effective implementation of EA programs within and among state agencies. The CEAF helps department/agencies increase their EA presence and value, so they can improve business and Information Technology (IT) capabilities, increase interoperability and information sharing and expand shared business and technical services. It also promotes cross-program and cross-agency initiatives for shared development of common business processes, common business and digital services, and reusable application implementations.

1.0   Enterprise Architecture Explained

Enterprise Architecture, as the name indicates, is about the whole enterprise – not only IT. From this perspective, an enterprise is comprised of its strategic, business, and IT components. EA provides the analysis and documentation of an enterprise in both its current and proposed future (target) states, from an integrated strategy, business, and technology perspective. It identifies the business capabilities and processes which execute or support an organization's mission, and it defines how IT assets enable or mature these capabilities and processes. Strategy, business, and technology are the essential elements that characterize state organizations. Together these components make up the holistic perspective of the enterprise's architecture and is the distinct difference between EA and other types of strategic planning.

EA designs virtual things – organizations and their capabilities – and is driven by strategic goals and business vision. It defines a desired future state view of an enterprise's processes, information, application systems and/or technologies to progressively implement the target state through a methodical series of projects or initiatives (an enterprise roadmap). Through this unique perspective, EA informs strategy and a business-driven approach to policy, planning, decision-making, and resource development; support that is valuable to decision-makers and staff.[1]

1.1   Organizational Value of Enterprise Architecture

The organizational value of EA will vary with the size and complexity of the state entity, type and number of capability and performance gaps, duplication of resources, stakeholder's acceptance, and program support. Generally, the more slices of the organization that the EA program can focus on, the greater the value to the enterprise.

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[1] Bernard, Scott. EA3 An Introduction to Enterprise Architecture. 3rd Edition 2012

Although translating program value quantitatively is not an easy calculation, these aspects of value can be observed in areas where the practice is more influential:

- Decreased Planning Cycles: contributes useful process and resource information that enhances strategic planning and business process improvement activities which would otherwise be gathered separately, if at all.
- Planning Meeting Efficiency: provides a common baseline of planning and reference information; reducing ambiguity.
- Shorter Decision-Making Cycles: shortened time taken to gather and crosswalk strategic, business, technical information. Decision-making is streamlined to reflect the availability of new resource(s) integrated, baseline information.
- Improved Reference Information: reference information is more likely to be current and reusable, in contrast to single-purpose stovepipe information.
- Improved Resource Planning: aids in the visualization of the value that current resources provide, where performance gaps exist, and where value areas overlap.
- Reduced Re-Work: bringing a holistic view to planning and execution of resources to avoid potential re-work of individual program-level initiatives.
- Improved Resource Integration and Performance: promotes the use of resource utilization on an organization-wide basis where integration possibilities are present and performance gaps can be mitigated, as opposed to stovepipe program-level solutions.
- Improved Communication: promotes common language that reduces misunderstandings and misinterpretations.
- Reduced Resource Cycle Time: reduces time to plan, develop, implement, and retire resources within business and technology operations environments.

1.2 Operational Benefits of Enterprise Architecture

EA programs require enterprise-wide vested sponsorship and support. Leaders may be shortchanging their organization by not embracing what the practice has to offer. Sponsored programs have the unique ability to produce observable operational benefits such as[2]:

- Combined strategy, business and technology views that allow sponsors to see and compare the organization or program(s) in both current and future operational states.
- Various future operating scenario models, which may help the enterprise thrive as it responds to internal and external changes to operating environments, some of which can be unexpected.
- Identification or prevention of functional capability duplication, which directly impacts operating expenses.

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[2] Bernard, Scott. EA3 An Introduction to Enterprise Architecture. 3rd Edition 2012

- Integrated set of resource planning, decision-making, and implementation processes that can better identify and resolve performance gaps across the enterprise or programs.
- Enterprise-wide thinking about resource utilization.
- Development of more efficient enterprise-wide common operating environments for business and technology, creating more capable and agile business services and systems that better respond to drivers of change.
- Current and future performance gap documentation that may not be otherwise realized, enabling the enterprise to be more proactive and cost-efficient in planning solutions.
- Opportunities and innovations are conveyed more rapidly while differences in interpretations and misunderstandings are reduced.

1.3 Organization Placement of EA

An EA program is the most successful when developed, implemented, and maintained to be of the greatest use and business value. Analysis, design, and modeling together comprises only some essential components of the work; effective communication and governance are also critical. Changes to vision, investment, operations, and/or business capabilities without EA consideration may result in organization gaps and inefficiencies. Creating architecture(s) enterprise-wide is accomplished and sustained through an ongoing management program and its processes. To better inform executives, managers, and staff and be most effective, the program must be grouped within mutually contributing programs that together form an integrated management structure.[3]

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[3] Bernard, Scott. An Introduction to Enterprise Architecture.,3rd Edition 2012., p.33

Figure 1: Integrated Management

An organization may not have all the established areas identified in Figure 1. However, it is one example of a program's contributions to enterprise integrated management.

Much like the various levels of observable value, discussed in Sections 1.1 and 1.2, the maturity of an organization's EA program may influence their ability to inform the integrated management process. Depending on maturity, a program will reside within the perceived stages of success identified in Figure 2. The stages are:

1. **EA is Noisy:** Push to work without sponsorship or buy-in from business partners. Here EA is seen as extra work and a lot of noise, ("I can help with that", "do it this way", "don't do that"); business does not perceive the value.
2. **EA is Useful:** Use-case implementations are successful and produce real value, but in a limited scope. The program is useful to some and starts to gain buy-in traction but is still "pushing" to implement use-cases.
3. **EA is Trusted:** The program develops a reputation for delivering value and is a trusted source of truth to business partners for reliable information. At this stage business partners "pull" from EA for information and consultation.

4. **EA is Influential:** Ideally the program works with organizations collaboratively and is perceived as a strategic partner in organizational planning.
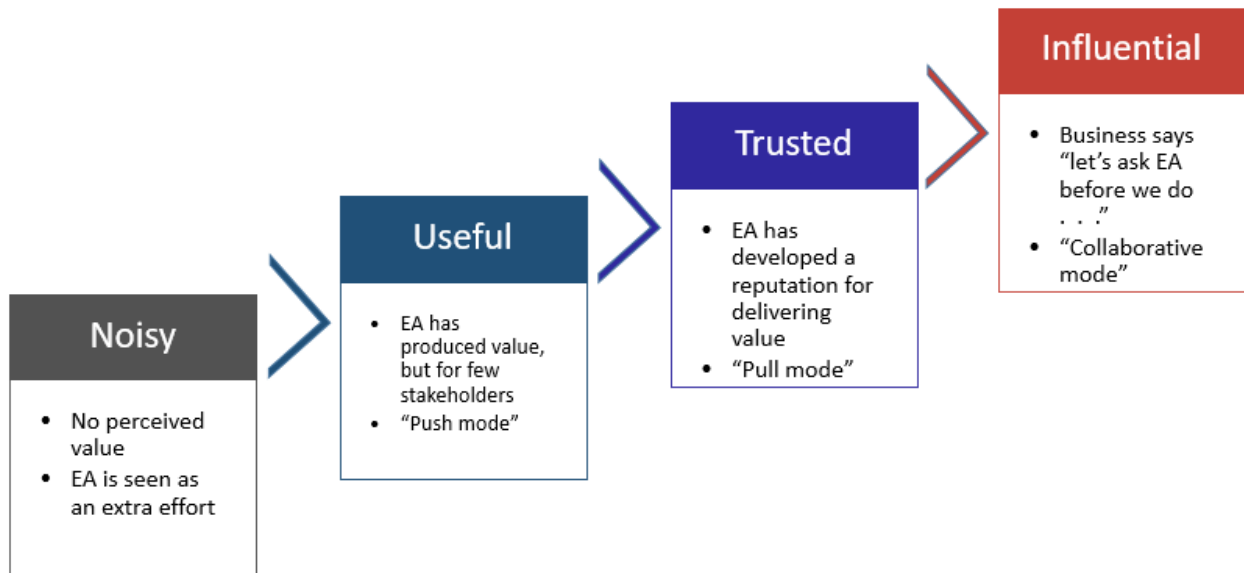

Figure 2: Enterprise Architecture Road to Success[4]

1.4 Enterprise Architect Role

Enterprise architects for the purposes of this paper, are uniquely trained, trusted advisors, creators of perspective, and problem-solving informers. They are uniquely creative and practical. They can envision on macro scales, but also possess the skills and mindset needed to focus on the "nuts and bolts" of an organization, with support of various roles and emphases.

Decision-makers should lean on them to execute business strategy that realize strategic goals and employ methods that achieve expected business outcomes. In this way, architects possess some proficiency in designing, engineering, managing, overseeing, and coordinating many theme or subject areas. These proficiencies must be clearly communicated; therefore, architects must effectively guide and be able to convey and interact with professionals from many fields of expertise.

Organizations that support multiple architects have a much greater chance of obtaining the value propositions describes herein, as opposed to organizations that assign a single architect. Organizations with a single architect will struggle to deliver to these value expectations, if at all.

Enterprise Architects have an important role to play in planning and the resulting investment, implementation, and performance measurement activities, and decisions.

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[4] Hebda, Daniel. "Does Your Enterprise Architecture Practice Amount to Anything More Than Noise?". MEGA International

Therefore, it is crucial that their methods and practices be integrated with overall enterprise planning.

1.5 Program and Architect Sponsorship

Effective EA programs, and the value created from its participating architects, is critical. It is not enough for an architect or Chief Information Officer (CIO) group to simply create target architectures, develop roadmaps, conduct analysis, and create diagrams; they can only be successful with strong support from business leaders and through effective collaboration at all levels. EA services are critical to strategic planning, investment decision-making, and efficient execution of projects and as such require a partnership with the organizational disciplines listed in Figure 3.
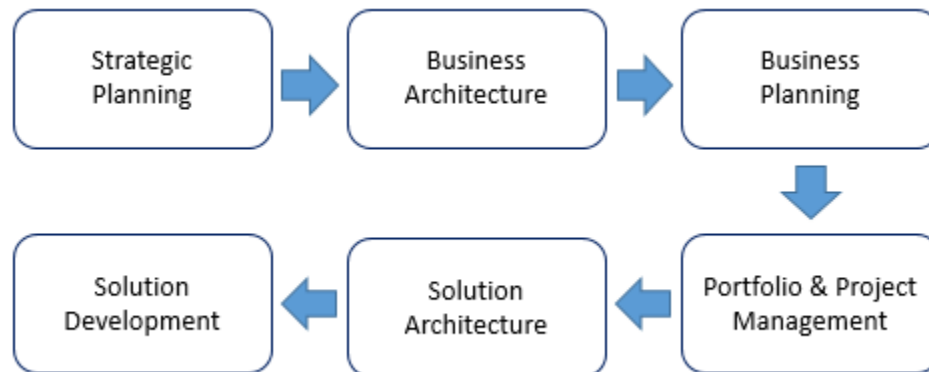

Figure 3: Key Partnership Disciplines

Effective EA service delivery requires strong executive support and effective collaboration with the organization's Portfolio/Project/Program Management Office(s), solution architects, domain architects and other key business and technical subject matter experts. Without a mutually respected partnership siloed thinking and implementations will increase operating inefficiencies.

1.6 Reasons to Support EA

EA programs focus on understanding and communicating organizational building blocks and more importantly, their relationships to one another. To clearly derive this information, success in a department/agency's ability to accomplish its mission and goals while optimizing resources, at a minimum, requires:

- A coherent and consistent understanding of program and service performance.
- A thorough analysis of opportunities and solutions to improve program and service performance.
- Flexible planning and decision-making.
- Meticulous execution of transformation initiatives to incrementally achieve goals and objectives.

These and an integrated planning approach are more important than ever in today's resource-constrained state operating environments, which demand more efficient

government through the reuse of solutions and shared service models. Business and technology interoperability are foundational for departments/agencies to successfully partner using shared-service models that may involve outside providers and new roles for participation (e.g., consumer, developer, or provider).

Departments/agencies need effective EA programs and standard methods that support efforts to leverage other government and industry experiences and results, to most efficiently solve priority needs and progressively achieve strategic goals. In its most successful form, EA is used by the state to enable consistent planning to guide and govern projects that transform the organization. Maneuvering through transformation projects is presented in further detail in the California Enterprise Architecture Framework Portfolio.

1.7 Reflection

The enterprise architecture practice is a component of an organization's CIO Role and is significantly influential to the decisions made by executive management and staff teams. Without an enterprise architecture or practicing architects, decision-makers should evaluate if they are shortchanging their organization in its absence. As CIO, if you do not currently support EA, ask yourself these questions:

- Who within your enterprise is looking at the organization holistically?
- Who within your enterprise is analyzing both current and future states from an integrated strategic, business, and technical perspective?
- Does the organization have a clear vision with a strategy to accomplish it?
- How are operational decisions impacting relationships of other organizational (architectural) components?
- Estimate where your EA program is in the Figure 2. What, if anything, could you do to influence progression?

Answers to questions like these may insight the need for change and being open to the benefits of EA thinking.

2   Introduction

2.0   Background

The State of California adopts the following Federal Chief Information Officers Council definition of enterprise architecture, as referenced in the Common Approach to Federal Enterprise Architecture:

> "Enterprise Architecture means a strategic information asset base, which defines the mission; the information necessary to perform the mission, the technologies necessary to perform the mission, and the transitional processes for implementing new technologies in response to changing mission needs; and includes a baseline architecture, a target architecture, and a sequencing plan."[5]

Essentially, holistic EA identifies the business processes that execute or support an organization's mission and defines how resources and IT assets directly enable those processes.

The CEAF is a cohesive adaptation of successful industry architecture framework practices, including but not limited, to the Federal Enterprise Architecture Framework (FEAF), The Open Group Architecture Framework (TOGAF), publications from National Institute of Standards and Technology (NIST), Medicaid Information Technology Architecture (MITA), Massachusetts Institute of Technology (MIT) Sloan Center for Information Systems Research and Gartner, for application to California EA work. This variation into CEAF allows departments/agencies implementing EA programs and/or methods, or wishing to, to easily integrate with CEAF, thereby allowing departments to build on and optimize what they have implemented to date.

2.1   Digest Purpose

The CEAF Digest provides foundational understanding of EA, so you can begin to optimize and transform the often-fragmented processes, information, application systems and technologies of the organization into an efficient and integrated environment, supportive of the execution of business strategy.

2.2   Intended Audience

The primary audience for this document is California state employees who create architectures and roadmaps, are strategic thinkers, provide EA services, and/or choose to follow its methods. State employees involved in the planning, approval, execution and oversight of state programs, and those employees in private industry who support these activities, can benefit from this document set.

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[5] Common Approach to Federal EA

2.3 Document Set

The California Enterprise Architecture Framework is comprised of four (4) core building blocks:

A. California Enterprise Architecture Framework Digest *(this document)*

- **Section 1 Executive Summary** provides an overview of enterprise architecture, its expected benefits, suggested organizational structure and role.
- **Section 2 Introduction** provides a brief background of California's enterprise architecture practice, the digest purpose and intended audience, and organization of relevant content.
- **Section 3 California Enterprise Architecture Approach** provides a description of California's approach to enterprise architecture, its alignment to the California Technology Strategic Plan and an overview of the CEAF implementation methodology.
- **Section 4 Enterprise Architecture Views and Viewpoints** provides an overview of the architecture domains that comprise the enterprise architecture and their respective purpose and contributions to creating reusable perspectives.
- **Section 5 Glossary** provides a list and definition of commonly used practice terms.

B. California Enterprise Architecture Framework Program

C. California Enterprise Architecture Framework Portfolio

D. California Enterprise Architecture Framework Views

2.4 Future Content

The CEAF Digest will be progressively refined periodically based on the lessons learned from its practice and use and based on the progression of enterprise architecture maturity. Below are some of the areas of focus for future improvements:

- Additional guidance that support EA Programs, and Common Business Scenarios.
- EA Community contributions.
- Interactive Online Framework.
- California Technology Governance Structure alignment details.

2.5 Deferred Decisions

- Modifications to State EA Policy.

3   California Enterprise Architecture Approach

The California Department of Technology's, Office of Enterprise Architecture (OEA) strives to mature the practice of enterprise architecture methods and techniques statewide. This maturity will replace traditional monolithic and burdensome "shelf ware" current-state EA activities with a management consultant framework that focuses on organizational capabilities within slices (or segments) of the enterprise, for the purposes of delivering greater and more timely operational value. The state's EA community must be all-together in a better position, to support California's decision-makers in providing services to Californians.

3.0   Framework Vision and Expected Benefits

CEAF is an intuitive and action-oriented framework designed to enable the exercise of EA services for the purpose of improving decisions impacting organization efficiencies. CEAF guides the use of practice methods and develops comparable and reusable work products within and across departments. Resulting work products enable mission success with a more accurate understanding of total cost of ownership, faster time to delivery, and reduced duplication. The framework is a collection of service methods, artifacts, and design references that can enhance an organization's enterprise architecture, program, and project outcomes.

Creation of CEAF is built on the following basic principles to meet program criteria:

- A structure that allows departments already implementing enterprise architecture programs to easily integrate with CEAF.
- Enhances work already performed through previous versions of CEAF, lessons learned, and associated policies.
- Includes involvement of many state entities to encourage collaboration, buy-in and collective maturity.
- Maintains compatibility with the Federal Enterprise Architecture Framework (FEAF)[6].
- Facilitates both short-term improvements that provide quicker value and longer-term improvements providing more substantial value over time.

CEAF promotes cross-program, and where appropriate, cross-agency initiatives for the shared development of common business processes, digital services, and shared implementations.

Additionally, CEAF provides a platform for models and diagrams intended to serve as implementation patterns for use across departments/agencies. These diagrams and models are key inputs to the creation of the department's future state architecture. They constitute an approach to

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[6] The U.S. reference enterprise architecture of a federal government. A common approach for the integration of strategic, business and technology management as part of organization design and performance improvement

- Progressively mature California's EA capabilities to support standardized solutions and optimize core business processes,
- Improve interoperability and information sharing,
- Expand shared business and technical services.

The CEAF's action-oriented format and potential for sharing and reuse will increase IT design consistency statewide, establish a platform for the sharing of services and architectural design, and increase statewide EA maturity.

3.1 Alignment to CA Technology Strategic Goals

EA is most effectively practiced in a common way when it is based on principles that guide the analysis and design work that form the basis of projects. Guiding principles are described in detail in the California Enterprise Architecture Framework Program. However, it is important to mention that applying them should focus the work that will deliver on the strategic goals identified in the California Technology Strategic Plan. Table 1 aligns State strategic goals to what EA should apply principles to produce.

Table 1: Alignment to California Technology Strategic Plan

State Strategic Goals:	EA should:
- Deliver easy-to-use, fast, dependable, and secure public services. - Ensure public services are equitable and inclusive. - Make common technology easy to access, use, and reuse across government. - Build digital government more quickly and more effectively. - Build confident, empowered multi-disciplinary teams.	- Promote driving a user-centered design of digital services. - Promote common language architectures. - Promote ease of use and reuse. - Emphasize that enterprise focus yields shareable, repeatable. and practice-based, reusable solutions. - Promote consolidation to drive business and operational efficiencies while reducing duplication. - Promote enterprise perspective(s) on data and efforts to standardize data and improve data sharing, enabling better interoperability and contributing to more efficient and secure services. - Drive reusable solutions utilizing proven technologies that will improve the ability of the workforce to build and maintain these solutions more effectively. - Promote enterprise capability and skills assessments and incorporate into target design(s).

3.2   Framework Implementation Methodology

The implementation methodology defines how the framework artifacts, a document product, are developed, maintained, used, and archived within the statewide EA repository[7].

Whereas the OEA owns and maintains the CEAF, architects across the state, use and contribute to the framework for the purposes of collaboration, consistency, education, reuse abilities. The implementation methodology of the CEAF includes the governance of modular framework artifacts, execution instructions based on common work scenarios of consultative services, and the artifact repository.

3.3   EA Should Be Action-Oriented

Artifacts are presented in a modular/small dose and consistent format. This format will increase usability and deliver timely results. The artifacts' intent is to guide the development of deliverables and methods. Establishing and being successful in facilitating collaboration and cohesion among business and IT programs are the cornerstones of results-oriented EA. Artifacts are designed to produce results that inform decision-making, and in some cases, establish reusable architectural baselines. Standard artifacts developed for common service scenarios (i.e.: Project, and EA Program Planning), and architecture perspectives provide consistent and reusable design techniques. Refer to the California Enterprise Architecture Framework Portfolio additional information of artifacts.

3.4   Framework Fundamental Concepts

CEAF focuses on fundamental concepts and are presented throughout the framework's four (4) core building blocks and is illustrated in Figure 4. They are the California Enterprise Architecture Framework:

1. Digest (explanation)
    a. EA synopsis
    b. Value of supporting EA
    c. Needed sponsorship
    d. Program organization structure
2. Program (practice implementation methodology)
    a. Statewide program
    b. Department program alignment
    c. Statewide EA Community
3. Portfolio (services and the statewide repository)
    a. Architect capabilities and services
    b. Common business scenario guidelines
    c. Tools and Templates
4. Views (community lessons learned)

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[7] EA Repository is located within the EA Communities Forum - Community (ca.gov)

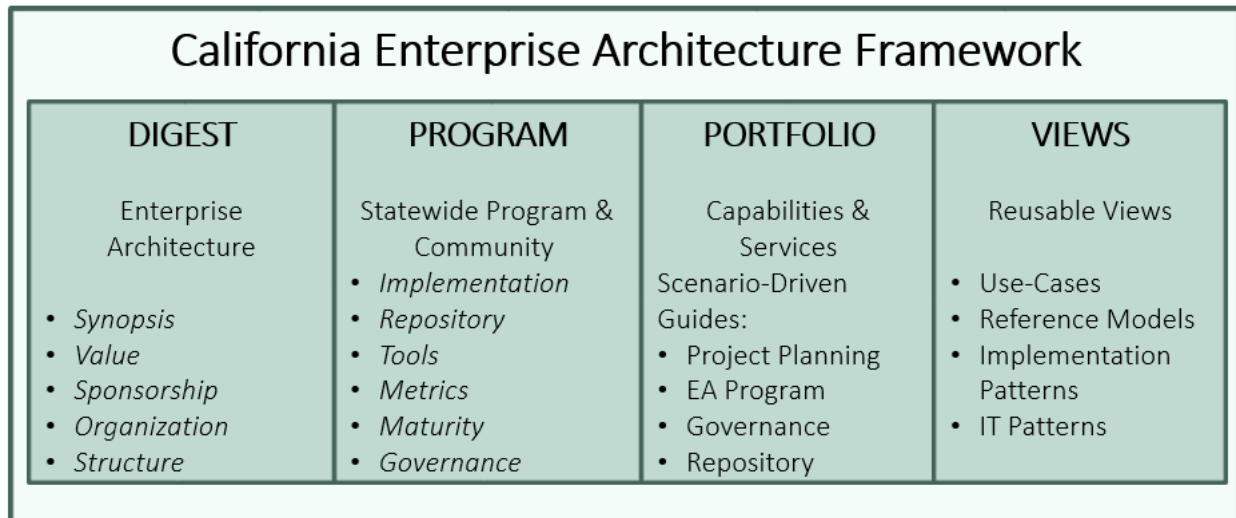a. Use-cases and perspectives, reference models, and implementation patterns

California Enterprise Architecture Framework

DIGEST	PROGRAM	PORTFOLIO	VIEWS
Enterprise Architecture	Statewide Program & Community	Capabilities & Services	Reusable Views
	• *Implementation*	Scenario-Driven Guides:	• Use-Cases
• *Synopsis*	• *Repository*	• Project Planning	• Reference Models
• *Value*	• *Tools*	• EA Program	• Implementation Patterns
• *Sponsorship*	• *Metrics*	• Governance	• IT Patterns
• *Organization*	• *Maturity*	• Repository	
• *Structure*	• *Governance*		

Figure 4: CEAF Building Blocks

Framework Explained

A framework is a structure for organizing information within the scope of the architecture (what will be documented) and how the types of information in respective areas or domains of the architecture are mutually related. The framework defines the structure for the architectural information and the relationships of architecture perspectives, to inform analysis, design, documentation, and reporting. Additionally, the framework contains features to guide and support the development of the architectures and for their governance.

3.5 Statewide EA Repository ("the Cube")

The statewide EA repository structure, "the Cube", illustrated in Figure 5, follows the FEAF known as the EA^3 (pronounced EA Cube)[8]. The repository contains artifacts such as framework documentation, guidelines, tools, templates, and perspectives, and is available to state employees for use and contribution. State programs can utilize this same repository structure to better identify the scope of their future architecture and establish relationships between the architecture areas, organizing information through the creation of an abstract set of views of their enterprise.

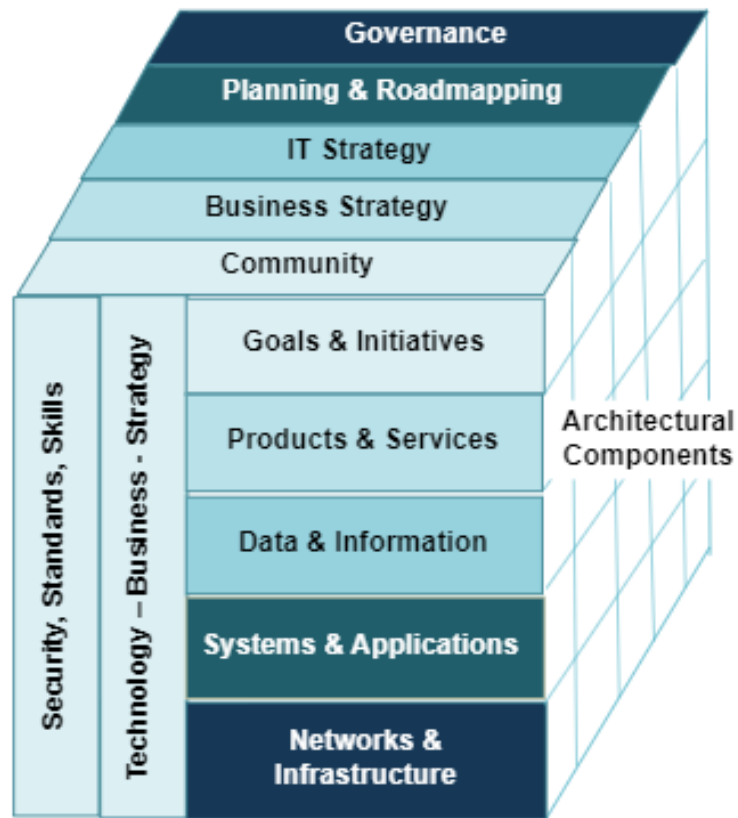[8] Bernard, Scott. An Introduction to Enterprise Architecture.,2012

Figure 5: State Framework Repository Structure

4 Enterprise Architecture Views and Viewpoints

Enterprise architecture supports the execution of business strategy and realization of strategic goals by defining and documenting baseline and target architectures as integrated views of the overall enterprise from various perspectives, also known as viewpoints.

- A "view" is representation of a current or future component or process within the enterprise. Views for which EAs provide professional services, that obtain expected benefits and that support the drive to improve business and operational efficiencies, must be organized, maintained, and easily accessible. Views are essential elements to presenting enterprise components in a more easily understood and common way.
- A "viewpoint" is the perspective from which the "view" is presented, for example, from the viewpoint of a customer or program manager. Viewpoints provide stakeholders and partners with clear understanding of component relationships, interactions, and dependencies of both up and downstream components for the purposes of improved decision-making.

Abstracted views within the enterprise represent components from five "domains" of the overall enterprise. The domains are Strategy, Business, Information, Applications, and Infrastructure.

Building blocks within each domain inform or have a relationship to building blocks in upstream, downstream, or cross-cutting domains, as illustrated in Figure 6. Whereas domain architects provide expertise within the domain, enterprise architects discover, document, and evaluate the relationships between the domains and rely more heavily on the expertise of domain architects for specificity.
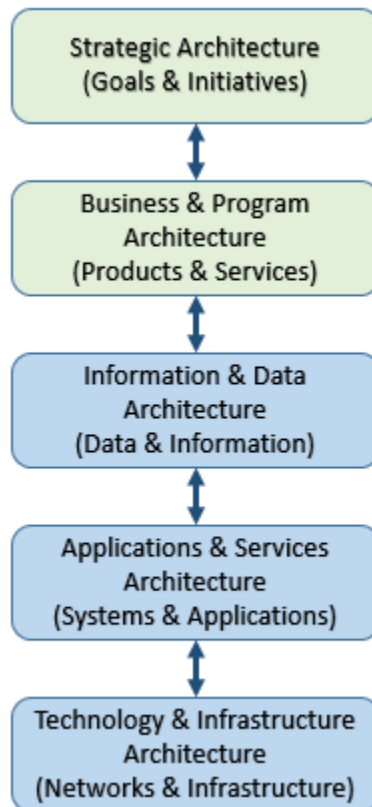
Figure 6: Architecture Domains

Each view represents a specific focus on the enterprise. These views delineate the analysis and modeling necessary to meet stakeholder needs. They serve to help explain how IT assets directly enable business processes and how those processes execute the organization's mission. Additionally, they allow further analysis to be performed from a top-down, bottom-up, or cross-cutting viewpoint.

Core concepts of each of these views are described in further detail in the California Enterprise Architecture Framework Views.

4.0 Strategy

State agencies have unwavering missions. They execute their mission through a set of business processes and provide government services through various programs supported by technologies and services. These strategic views are critical to managing the alignment of organizational efforts in meeting customer expectations. Program outcomes are improved, and business is driven forward when agencies establish business and technology strategies that define goals and objectives through strategic planning. Clearly defined goals and objectives establish and solidify the business outcomes the agencies want to achieve.

EA promotes strategic architecture by focusing on the relationships between organizational building blocks (strategy, business, and technology), and by informing cross communication of future strategic goals. It also facilitates standardization, integration and minimizes liabilities.

4.1 Business and Program

Business and program define the business-level strategy, organization, business capabilities and key business processes which realize those business capabilities.

EA promotes the organization's business and program architecture by connecting strategy with operations and projects, in strong meaningful ways. It also creates and understands business patterns for improving inefficiencies and establishes common coherent perspective(s) for preventing fragmentation.

4.2 Information and Data

Information and data describe the fundamental organization of the data assets and data management resources that support an enterprise's business processes and enabling application systems.

EA promotes information and data architecture by identifying and describing the impacts of information architecture on business and service delivery. Data impact analysis provides supporting detail for the business case to modernize, enhance or establish new systems. Accurate and timely information is a core part of business service delivery, along with strategic level management of programs.

4.3 Applications and Services

Applications and services describe the structure and behavior of the major types of application systems, their key components, interactions, and relationships to an enterprise's core business processes. Various types of applications that an enterprise uses to support business, office automation, and other functions are often buried in their design, programming languages, interface points, and source vendors. IT systems are distinct collections of applications, databases, operating systems, and hardware that meet specific business or technology requirements of the enterprise. These systems are required to directly or indirectly interact with other IT systems to enable information sharing across the enterprise.

Enterprise Architecture promotes application architecture by developing graphical views and catalogs of these supporting applications to show what is present and the general types of functions being supported. Additional descriptions and views can focus on specific types of support applications to show specific functions and interfaces, as well as show a "hierarchy" to the applications.

4.4 Technology and Infrastructure

Technology and infrastructure describe the logical software and hardware capabilities that are required to support the deployment of business, information, and application services. This includes IT infrastructure, middleware, networks, communications, processing, and standards. At this level of enterprise architecture, networks, backbones, routers/switches/hubs, equipment rooms, and wiring closets should be described in detail using both text documents and diagrams that show logical and physical design.

EA promotes technology and infrastructure by identifying and documenting such information as network documentation, technical standards, security documentation, and hardware and software inventories.

5   Glossary

Term	Definition
Agile	The process of moving or modifying quickly and easily to accommodate change.
Artifacts	A documentation product that represents an EA component.
Building Block	A package of functionality defined to meet the business need, has defined boundaries, and is commonly recognized as "a thing".
Capability	The power or ability for an enterprise or organization segment to do something.
EA Digest	The compilation or summary of materials or information as it relates to enterprise architecture.
Enterprise	A business or company made of the organization(s), stakeholders, and culture.
Framework	A logical structure for classifying and organizing complex information [Federal Enterprise Architecture Framework].
Models/Modeling	A specification of a system or part of a system using formal methods (precise descriptive notation).
Organization	A body of people with a particular purpose, arranged to perform related tasks that produce outputs/outcomes.
Repository	A central location where EA documentation is stored and managed.
Roadmap	An ordered sequence of initiatives that are required to make the transition from a current (baseline) to target state.
Target Architecture	To-be architecture that represents an architecture in its desired future state.
Viewpoint	The position from which a view is observed. A viewpoint is a collection of patterns, templates, and conventions for constructing one type of view.
View	The ability to see something from a specific vantage point.

Term	Definition
User-Centered Design	User-centered design is a design philosophy and a process in which the needs, wants, and limitations of the end user of an interface or document are given extensive attention to each stage of the design process.