

Curriculum Vitae of

Nick Rozanski CEng FBCS

Nick graduated from the University of Cambridge in 1983 with a degree in Mathematics, and in the following year completed an MSc in Computer Science at the University of Manchester. He worked as an IT consultant for twenty years after graduation, and then moved into permanent employment with Marks and Spencer as Lead Technical Architect. He currently leads the Enterprise Architecture Group at BlackRock (formerly Barclays Global Investors).

Nick combines strong architecture, technical leadership, and analysis and design skills with a background that includes complex systems integration, bespoke software development, and enterprise package customisation and deployment. During his career he has taken architecture, analysis, design and development roles on projects and programmes in the finance, retail, government and manufacturing sectors. His systems development experience ranges from small systems for specialised users, up to very large corporate applications for financial institutions, high-street retailers and government departments.

His recent experience has focussed on leading teams to create architectural vision and strategy, ratify it with stakeholders, and provide technology leadership, governance and support throughout the project lifecycle, from concept to implementation.

Nick has co-authored a book, "Software Systems Architecture" (Addison-Wesley, 2005), a practitioner-oriented guide to designing and implementing effective architectures for information systems.

He is a Chartered Engineer (CEng) and Chartered Fellow of the British Computer Society (FBCS).

Educational Qualifications

Oct 1980 – June 1983	Churchill College, University of Cambridge	BA Hons. (2:1) Pure Mathematics
Oct 1983 - Sept 1984	University of Manchester	MSc Computer Science

Employment Summary

2008 – present	BlackRock (formerly Barclays Global Investors)	Director (<i>lead, Enterprise Architecture team</i>)
2004 – 2008	Marks and Spencer	Lead Technical Architect
2003 – 2004	French Thornton Partnership	Technical Architect
2000 – 2003	Cap Gemini Ernst & Young	Technical Architect
1999 – 1999	Compaq Global Services	Solutions Architect
1994 – 1999	Sybase Professional Services	Principal Consultant
1989 – 1994	Praxis Systems plc	Senior Consultant
1984 – 1989	Logica Ltd	Consultant

Personal Details

date of birth:	18 March 1960	marital status:	married (3 children)
health:	good	driving licence:	full
nationality:	British (US-born; UK resident since 1972; naturalised in 1993)		

Experience with BlackRock / Barclays Global Investors (BGI)

Nick joined BGI with a remit to “re-launch” the global Enterprise Architecture team. He first developed and obtained IT leadership approval for a new EA Charter with the following accountabilities:

- drawing up and agreeing the vision and roadmap for all areas of IT
- providing architectural oversight and guidance to IT projects and programmes
- supporting key investment decisions and helping to shape and align the major programmes of work
- fostering innovative solutions to complex business problems.

He and his team started to deliver on the new charter, producing an enterprise-wide system dependencies model (using a bespoke tool developed for this purpose), a vision and roadmap for integration, and a number of policies and other architectural deliverables.

Barclays put BGI up for sale in Spring 2009, and the EA team focussed full-time on support of the transition to BlackRock. Enterprise Architecture is now part of IT Engineering in the new firm, although its remit is largely unchanged.

His team is international, based in San Francisco, London and the Far East, reflecting the business of BlackRock and the composition of the IT Group.

Selected Experience with Marks and Spencer

Nick led a team of technical architects with accountability for Application Services, which included application hosting (.NET and latterly J2EE), RDBMS, data warehouse and BI, integration, and non-production environments. His team's remit was as follows:

- to develop and champion his area's strategy and vision, blueprints and architectural policies
- to sponsor the infrastructure development programmes which provide these services
- to provide guidance, support and governance to programmes which use the services.

As well as taking overall accountability for the Application Services vision, Nick was personally responsible for the Integration portfolio (stateless messaging, bulk file transfer, web services and process orchestration.) He had line management responsibility over a team which ranged in experience from seasoned architects near retirement to a recent joiner for whom this was his first architecture role.

M&S operate a “buddy architect” system whereby each architect has a buddy who can cover the portfolio if the owner is absent. Nick was the buddy architect for IT Service Continuity and for RFID.

In his time at Marks & Spencer his personal achievements included the following:

- developed the Integration Strategy and Vision for Marks and Spencer, ratified it with the IT Leadership team, and championed it across the IT Group
- carried out a service “health check” of the M&S BizTalk integration infrastructure, and developed a roadmap for the implementation of a new messaging service
- led the specification and selection of a product for stateless messaging (IBM WebSphere Message Broker), and provided architectural sponsorship and governance to the programme implementing the new service
- provided architectural guidance, support and governance to a number of major programmes including the M&S stores transformation programme, the new M&S consumer website and the implementation of SAP Finance which integrated SAP XI with the integration infrastructure.

Selected Experience with French Thornton

- Nick undertook a Corporate Information Strategy study for a major government department. As part of its modernisation programme and the drive towards ‘joined-up government,’ the department was exposing a raft of its services to the public through a secure web portal and the Government Gateway. The study developed a set of information architecture frameworks and a roadmap for implementing these over the five-year planning cycle.
- Nick took a senior role reporting to the programme manager for a major programme for the Department of Works and Pensions (DWP). He provided architectural support, liaison and conflict resolution between the programme and its two main suppliers.

Selected Experience with Cap Gemini

- Nick led a team of senior architects on one of Europe's largest deployments of Siebel eFinance CRM software for a major UK retail bank. Siebel was to replace several of the client's core client-facing applications for 12,000 users, and also had to robustly integrate, in both real-time and batch, with a number of legacy systems. After defining the data and integration architectures, Nick went on to lead the team which designed, developed and deployed the batch integration solution. He then moved on to provide cross-functional architectural support to Phase 2 of the programme.
- Nick helped to establish the Architecture function within a major European financial derivatives exchange which was undergoing a substantial business transformation programme. He worked with the exchange to define their architectural vision, based on a wide-ranging set of architectural principles which he captured from the key business and technology stakeholders.

Selected Experience with Compaq Global Services

- Nick worked with a major UK bank to help define their enterprise IT strategy, based around an integrated, multi-channel, customer-focussed delivery model.
- He developed the non-functional requirements and solution architecture for what was then Europe's largest Windows NT-based Peoplesoft deployment, at a UK building society.
- He supported the market evaluation of a combined fixed / mobile Internet portal for a large UK financial institution, to be accessed from the desktop, from mobile PDAs and from WAP-enabled mobile phones.

Selected Experience with Sybase Professional Services

- Nick managed a project to develop a generic message-distribution infrastructure for a major international oil corporation. The system provided reliable, transactional delivery of messages such as stock levels, freight movements and oil trades. It interfaced with a wide range of heterogeneous publishing and subscribing applications — both legacy systems and commercial packages such as SAP. He led a team which defined the functional and architectural requirements of the system, and then produced the architectural description and detailed design specifications. For the second phase of the project, Nick managed the fixed-price delivery of this system, which comprised middleware written in Java, C/C++, and various RDBMS (Sybase, Microsoft, Oracle).
- Nick developed the replication architecture for the European arm of an international provider of commercial information. An important feature of the architecture was the requirement to atomically replicate multi-transactional "units of work." He carried out an analysis of the architectural requirements, and then turned this into a logical and physical architecture, built on a set of Sybase components including Adaptive Server and Replication Server.
- Nick led a team producing a functional specification for a replacement order processing system for an international music distribution company. The client successfully used this specification to validate the functionality of a number of candidate order processing systems.
- Nick was a senior member of a project which specified, designed and implemented a bespoke global exposure management system for an investment bank. His first areas of responsibility were to produce the logical data model for the system, and to capture the requirements and algorithms for exposure consolidation for the bank's major financial instruments. He went on to architect and design the subsystem which performed the exposure calculations, and then led the team which built and thoroughly tested this subsystem. He took a leading role in integration and system testing, and also project-managed a major release of the system through customer acceptance.
- Nick carried out a large number of small (one- to ten-day) technical consultancy engagements during his time with Sybase. He also delivered a wide range of public training courses during his time with Sybase, to classes of up to 25 students.

Selected Experience with Praxis and Logica

- Nick was project manager and analyst on a project to build a system for an international bank (then in liquidation) to allow insolvency accountants to run queries against the bank's historical data. He specified and designed a new system to migrate twenty years' data from the bank's mainframe, and led the team in its implementation and support.
- Nick led a team to develop part of a message-switching system for a German press agency.

- Nick was a member of the development team, and later product manager for a specialised product for the analysis and prediction of computer systems performance.

Professional Qualifications

Nick is a Chartered Engineer (CEng) and Chartered Fellow of the British Computer Society (FBCS).

Published Work

- Nick co-authored the book *Software Systems Architecture* with Eoin Woods (Addison-Wesley, 2005). The book is a practitioner-oriented guide to designing and implementing effective architectures for information systems. They have also created a website for it at <http://www.viewpoints-and-perspectives.info>, and are currently working on a second edition due for publication later in 2010. It was recently translated into Japanese.
- Nick has delivered numerous speaking engagements on architecture, eg to BCS SPA (the Software Practice Advancement special-interest group) where he has presented at the last five conferences.
- He is a Fellow of IASA, the International Association of Software Architects, for whom he has written some of the viewpoint reference material.
- He has written numerous articles and white papers for a variety of print and online publications.

Personal Interests

Nick plays first violin for the Kingston Chamber Orchestra (www.kcomusic.org), for whom he is also webmaster. The orchestra performs regularly in Kingston and has toured abroad.

Nick is Chair of Governors at Oliver Goldsmith Primary School.

He is currently training for Swimathon 2010 and hopes to raise at least a thousand pounds by swimming 2.5km for Marie Curie Cancer Care.

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