



OLD DOMINION  
UNIVERSITY

I D E A F U S I O N

# The IT Security Program and the Program Champion

*CoV Info Sec Conference*

*April 7<sup>th</sup> & 8<sup>th</sup> 2016*

*Presented by Doug Streit, CISSP*

*CISO, ODU*





- ODU is a public doctoral research institution
- 25,000 student FTE
- 3,500 faculty and staff
- Seven colleges
- Three remote locations
- Over 70 online programs
- Over 100 active IT projects at any given time
- Completed about 125 IT projects last year

# The Program



- Program Defined - a plan of things that are done in order to achieve a specific result.

<http://www.merriam-webster.com/dictionary/program>

# The Program



- Program Origin - from Greek, Prographein, to write before.

<http://www.merriam-webster.com/dictionary/program>

# The Program



- What makes a Program a “Program” ?
  - A Framework or guiding principles
  - Policies and Standards based on the Framework
  - Program Components
  - A Program Document
  - A Program Review
  - A Program Champion

# The Program



- What makes a Program a “Program” ?
  - A Framework or guiding principles
    - ISO 27001 and NIST 800-53
    - Best Practices
    - The practices of similar institutions

# The Program



- What makes a Program a “Program” ?
  - Policies and Standards based on the Framework
    - <http://www.odu.edu/about/policiesandprocedures>
      - ODU Policies
      - ITS Standards and Procedures

# The Program



- What makes OUR Program a “Program” ?
  - Program Components -
    - Governance
    - Privacy
    - Awareness
    - Identity
    - Incident Management
    - Operational Security
    - Contingency Planning
    - Assessments and Reviews
    - Compliance
    - Enforcement

# The Program



- What makes a Program a “Program” ?
  - A Program Document
    - “Old Dominion University Information Technology Security Program”

# The Program



- What makes a Program a “Program” ?
  - A Program Review
    - Annual internal audit
    - Annual APA audit
    - Risk Assessment Program
    - Lessons learned from the industry and breaches
    - Annual program review and update

# The Program



- What makes a Program a “Program” ?
  - A Program Champion
    - The CISO or senior IT Security Lead

# The Program Champion



- The CISO or senior IT Security Lead
- “Security and privacy issues are ones for top administrative levels of the educational community, not ones to be buried deeply in the administration, research or teaching hierarchy.” - 1984 Willis H. Ware
- Years later, 1997...

# The Program Champion



- Recent changes in the CISO Role (Sources: Educause, TechTarget, CBRonline, CIO.com)
  - CISO's face a wide array of risks and complexity - both technical and organizational
  - High visibility breaches (Target, JP Morgan Chase) have made C-level role and boardroom involvement a standard practice
  - CISO fills a more strategic business function
  - CISO bridges the gaps between IT, business and the boardroom
  - CISO role spans IT, compliance, business continuity, personnel and facilities

# The Program Champion



- The Lead IT Security person (1990's - 2010)
  - Embedded in IT
  - Not known across business units
  - Made security decisions based on IT needs
  - In 1990's likely a technical, enterprise systems position
  - Early 2000's likely a mid-level administrator, bridging enterprise systems with network ACLs

# The Program Champion



- “I recall in the 90’s we would etch our name and SSN on valuable items (cameras, cars, checks) to help facilitate recovery if stolen.”
- “what used to be commonly shared information is now considered private.”

# The Program Champion



- “People now share their innermost thoughts (overtly and inadvertently) online and with a worldwide audience.”
- “What was private then is now considered public.”
- Thomas Sui, CISO, Case Western Reserve University

# The Program Champion



- “When I first started working in security, the CISO never ventured out of the central IT shop...”
- “...you find that CISOs now commonly brief general counsel, risk management, and even the chancellor or president on security issues and situations.”
- Hunter Ely, CISO, Tulane University

# The Program Champion



- The successful CISO...
  - Strong technical skills
  - Core leadership and management competencies
  - Business awareness and engagement
  - Creativity and innovation
  - Relationships, influence and presence
  - People and organizational leadership

# The Program Champion



- The successful CISO...
  - Will craft a vision for moving the organization forward
  - Will incorporate that vision into the program
  - Will advocate the program
  - Will fulfill the role of IT Security Program Champion



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