Who Moved My Office?

The evolving role of a CISO

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The Jedi Panelists

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The Imperial Senate Debate

Jedi Expectations

The panel encourages and welcomes discussion and disagreement!

This is your opportunity to develop your job description or find a path to work towards becoming a CISO!

We want and encourage you, the participant, to enter questions and discussion into the chat session.
Polling the Imperial Senate

We need your opinions! Please be ready to add your responses to the poll questions posted in this session.
History and Background

Current IT trends vs. past IT trends

What has has continued, changed or disappeared?

How have the changes affected IT security?
Trends

- **New**
  - Cloud/third party services
  - Mobile Computing
  - Advanced Persistent Threats
  - ID and Access Management
  - Big Data – data growth
  - Global Enterprise
  - Consumerization
  - Enterprise Collaboration
  - New delivery models

- **Static**
  - Authorization/authentication
  - Budget
  - Lack of qualified staff

- **Past**
What skill sets and qualities are important for a CISO?

- Knowledge expert for IS frameworks, practices, policies, standards, controls
- Versatile communicator - soft skills important
- Visionary
- Current with evolving trends and products
- Understands University culture and climate
- Balances Security, privacy, compliance, and risk
- Manages critical situations effectively
- Tactful
Poll Question

I have been in my current position as a CISO or security admin/analyst for:

- Less than a year
- One to five years
- Five to ten years
- Ten to fifteen years
- Fifteen years or more
Poll Question

I currently report to:

- The President
- The Provost
- The Vice President
- The CIO
- The Director
- Other
Poll Question

How satisfied are you in your current position either as a CISO or Senior Security Adm/analyst?

- Not at all
- Somewhat satisfied
- Satisfied
- Very happy
What can you do to maintain your knowledge and skills as a CISO?

- Ongoing education and professional development
- Seize opportunities to network, share, discuss, collaborate with other CISO
- Partner and align security practices with business/academic needs; develop solutions to meet their data management challenges
- Actively participate in security and privacy related organizations
- Set aside time to tinker, play, experiment with new technologies and strategies
- Certification
Poll Question

Do you feel certifications enhance the value of a CISO?

• Yes
• No
Poll Question

What certifications have the most value for a CISO?

- GIAC Security Leadership
- Certified Information Systems Security Professional (CISSP)
- Certified Information Security Manager (CISM)
- Information Systems Security Architecture Professional (ISSAP-CISSP)
CISO tips from Lando Calrissian

Characteristics of a CISO

• A snake oil salesman
  Sales pitch must match the audience

• A generalist
  Jack of all trades, master of many

• Act with determination and effectiveness
  Tell the never ending story of security.
  Develop your skills to save people and remind them you did

• Make lemons from lemonade
  Security is not immune to cuts.
  Streamline your toolset.
  Prepare and market your list of must haves
Poll Question

If I could add one thing to my department it would be:

- Increased budget
- Additional staff
- Enhanced/improved technology
- Stronger policy
Secrets of a successful CISO

• Find your R2D2 and C3PO
  Create a great security team

• Identify your “Force”
  Form collaborative relationships with campus leaders

• Form a “Rebel Alliance
  Partner with other IT units
Poll Question

To build your security team, did you?

• Hire from the outside
• Hire from the inside
• Grow your own using both inside and outside resources
Poll Question

What characteristics do you feel are most important for security team staff?

- Specialized technical training
- Certification
- A college degree
- Experience and knowledge gained from work experience
How do expectations for a CISO of then compare with now?

If you compared your first CISO (or other that included security) position description to the current one…

- What would you find has changed?
- What has remained the same?
- How do you see it changing in the future?
Expectations

● Same
  ● Thinking like a criminal
  ● Demands always exceed time

● Changed
  ● Communication
  ● Style flexibility
  ● Broader expertise and capabilities
  ● More targets, more sophisticated opponents

● Future
  ● Funding, and the expectations that come with it
  ● Different skills
  ● Better expectation shaping
Poll Question

My job description for my position has:

- Remained the same
- Modified slightly
- Modified
- Significantly modified
- Changed so much it’s not even similar to the original
- There is no position description
Poll Question

I find the stress level in my current position to be:

- No stress
- Somewhat stressful
- Stressful
- Very Stressful
Poll Question
Do you have a sense of job security in your current position?

- Not at all
- Somewhat satisfied
- Satisfied
- Very happy
Advice to those wanting to be a CISO

- Understand the role of a CISO and what type of CISO you want to be
- Understand your institution's strategic vision, and data and business practices
- Find a mentor and be willing to become a mentor
- If you have strong technical skills, develop equally strong "soft" skills
- Stay current with what is going on in the security and privacy sectors
- Compliance plays a significant role in your work. However, it is also important for CISOs to understand the full breadth of information security including:
  - Privacy principles,
  - Governance
  - Culture and climate
- Understand threat and risk management modeling, and supply chain threats
- Don't be afraid to be a change agent
Wrap Up

CISO: A transformative change agent with excellent leadership and communication skills who is passionate about serving as an advocate for information security

Questions and Further Discussion
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Thank you

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