What’s Next for the CISO?

Michael Corn, CISO, UCSD
Wyman Miles, CISO, Cornell
This is not a talk about your

- IDS
- Firewall
- Passwords
- Encryption
- Policy or Standards
- Antivirus
- Contract review
- NIST 800-171
- Surviving an audit
- Vulnerability Management
- Or in any way operations and incident response
CISO Ennui

- Most of our time is spent arguing for established best practices
- CIOs think of CISOs as managers of security technology
- We are often “in IT” but not “of IT” -- why is Security in IT at all?
- What if this is all there is?
What’s our end-game?
Our Goals as CISOs

• Make ourselves unnecessary
• Keep our universities in the news
• Change the game by monetizing security
Were security offices created for the wrong reasons?

- In response to Blaster and similar events
- Security offices end up managing services
- Results in the decoupling of security from ‘regular’ IT operations
Making Ourselves Unnecessary

• Embed security responsibilities in job descriptions and create real accountability
• Incentivize collaboration and consultation
• Security as a function of service delivery
Keeping Us Out of in the News

• Speaking to the press only during a breach =
you only are visible during failures
Monetizing Security

• There’s a cost to doing business
• We do a poor job of monetizing risk
• Goes to the view of security and CISOs
A FEW MORE THOUGHTS
Speaking Executive Risk

You wouldn’t have a CEO who didn’t have a basic understanding of accounting

– Are you prepared to teach your execs about security? (style)
– What is it that you want to teach them? (content)
Things CISOs need to stop doing

• Security should not be defined as a ‘struggle for resources.’ You will lose

• Words you should never use with execs: cyber-operations, encryption, cyber-defense, cyber-warrior

• Being back office

• Asking for authority. Establishment of Expertise -> Trust -> (if necessary) authority
Food for Thought

• Do CISOs have a shelf life?
• Opportunism as a life strategy
• What’s your endgame?

Wyman Miles wm63@cornell.edu
Michael Corn mcorn@ucsd.edu