



The University of Texas System

Chief Information Security Officer

Leadership Profile

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WittKieffer

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The Opportunity

The University of Texas System (UT System) seeks a distinguished security executive to serve as its next Chief Information Security Officer (CISO). This is an outstanding opportunity to lead information security at one of the largest public university systems in the nation and the world. Established in 1876, the UT System consists of nine academic institutions and five health institutions serving over 255,000 students. The system CISO is a highly visible position and has a key role in protecting and ensuring UT System's ability to fulfill its mission and priorities in support of education, research and health care.

Reporting to the Chief Risk Officer, the CISO serves as the enterprise information security leader and provides strategic direction and support across the UT System. The CISO manages information security for the UT System Administration organization and works collaboratively with the UT academic and health institutions to advance their information security programs. The CISO will develop strong relationships with the campus CISOs and CIOs as well as leadership, faculty, clinicians, researchers, and other stakeholders to ensure accountability for the protection of information resources and privacy throughout the UT System.

The CISO will develop strategies for implementing effective security practices including advocacy for resources and funding for initiatives and services at UT System institutions. The CISO will oversee and coordinate the development of systemwide information security policies, standards and metrics. The role will assist UT System institutions in implementing and maintaining information security programs and action plans.

The successful candidate will be a strategic executive with a proven track record of leading information security in a large, complex organization. Experience working in a federated organization within higher education, healthcare and/or another regulated industry is ideal. The CISO will be able to engage and influence a diverse group of stakeholders and establish relationships with leaders and staff across the system. This position requires a politically savvy, visible, and collaborative leader with excellent communication skills, interacting effectively at all levels including the Board of Regents and state legislature. The CISO will serve as a liaison to UT System academic and health institutions to facilitate exchange of latest information security updates and trends, while also providing guidance and advocacy to leadership regarding information security and privacy issues, risks, and mitigation strategies.

Organization Overview

The University of Texas System

For nearly 140 years, The University of Texas System has improved the lives of Texans — and people all over the world — through education, health care and research. With an enrollment of more than 255,000 students at academic and health institutions across the state, as well as an operating budget of \$29.1 billion, the UT System is one of the largest public university systems in the nation and the world.

UT institutions are powerful drivers of economic and social mobility in Texas, producing more than 66,000 degrees annually, including more than one-third of the state's undergraduate degrees and more than 60 percent of the state's medical degrees. Almost half of all undergraduate degrees are awarded to students who qualified for a Pell grant based on financial need while enrolled at a UT institution.

More than three-fourths of undergraduate students secure jobs in Texas within a year after graduation, providing a skilled workforce and fueling the state's economy. In fact, UT students who entered the Texas workforce between 2002 and 2019 had cumulative earnings through 2020 of \$350 billion.

The UT System also is one of the largest employers in Texas, with more than 116,000 faculty, health care professionals, researchers, support staff and student workers.

Creating a healthier Texas is a fundamental mission of UT institutions. Collectively, UT-owned and -affiliated hospitals and clinics accounted for more than 10.7 million outpatient visits and more than 2 million hospital days last year. The UT System has opened its seventh medical school in Tyler.

In addition to world-class patient care, UT researchers are on the front lines of advancing treatments and therapies for deadly and debilitating diseases. Total annual research expenditures across the UT institutions exceeds \$3.8 billion, and the UT System ranks No. 1 in Texas and No. 2 in the nation in federal research expenditures among public higher education systems.

With the Texas population expected to grow dramatically in the years to come, the UT System will continue to lead in driving prosperity, innovation and health for the people of the Lone Star State.

UT System academic institutions:

- [The University of Texas at Arlington](#)
- [The University of Texas at Austin](#)
- [The University of Texas at Dallas](#)
- [The University of Texas at El Paso](#)
- [The University of Texas Permian Basin](#)
- [The University of Texas Rio Grande Valley](#)
- [The University of Texas at San Antonio](#)
- [Stephen F. Austin State University](#)
- [The University of Texas at Tyler](#)

UT System health institutions:

- [The University of Texas Southwestern Medical Center](#)
- [The University of Texas Medical Branch at Galveston](#)
- [The University of Texas Health Science Center at Houston](#)
- [The University of Texas Health Science Center at San Antonio](#)
- [The University of Texas MD Anderson Cancer Center](#)

Organization Summary of The University of Texas System

While all UT institutions are governed by the UT System Board of Regents, each UT institution is its own state agency and has an Information Resource Manager (IRM/CIO) and Information Security Officer (ISO) as required by the state. The Office of Information Security (OIS) at UT System Administration works with each institution to strengthen its program and facilitates communication and information sharing among the institutions. [UTS 165](#): Information Resource Use and Security Policy sets policy and standards and is currently undergoing a modernization effort. Each institution may adopt more restrictive standards.

OIS reports to the Chief Risk Officer (CRO) at UT System Administration. The CRO reports directly to the Chancellor and serves as staff to the Audit, Compliance and Risk Management Committee of the Board of Regents. The CRO's organization, RISC Services, includes the Office of Risk Management (ORM) and the Office of Systemwide Compliance (SWC) which includes privacy.

Each UT institution makes its own decisions about technology architecture and technology products: for example, some institutions use Cisco networking gear, some Juniper. Some institutions have a substantial amount of decentralized IT usually in academic or large administrative units.

However, a few centralized services are provided to the institutions by UT Austin under contract to OIS. The intrusion detection service (IDS) collects north-south and east-west network traffic from all UT institutions. The IDS sends out automated alerts 365x24 to the UT institutions and to UT System. Tools such as Zeke are included and used to assist with log analysis. Several threat intelligence feeds are also incorporated into the IDS.

All UT institutions collect additional local log data and use UT Austin's systemwide license for Splunk. Unlike most Splunk customers, UT is not limited by the amount of data stored in Splunk, so many types of logs are kept. Currently there is approximately 593TB of data available via stored logs. Normal IDS events are kept for well over a year. Zeke events (network connections, network forensics) are kept for approximately 30 days. Logs collected and stored locally at UT institutions have various retention periods, but 90 days is a good assumption.

UT Austin also provides the Tenable scanning service to each campus, but each campus decides which devices to scan and how frequently.

Academic institutions segregate student networks, including residence halls. However, some data from student networks is caught in telemetry data.

There are four shared data centers: the University Data Center (UDC) at UT Austin (managed by UT Austin), the Arlington Regional Data Center (ARDC) in Ft. Worth (managed by UT System Administration), and the Guhn Rd Data Center in Houston (managed by MD Anderson Cancer Research Center). Most campuses operate one or more of their own data centers and use the

regional data centers for backups. A wide area network is operated by UT Austin's Office of Telecommunication Services (OTS).

System Administration Information Security Office

The functions of this group plus contributions from the Director of Administrative Operations and the Program Manager, fulfill the state's requirement that each agency have an Information Security Officer and a security program. The main functions of the group include:

- A security operations center
- Third party risk assessments
- Collaboration with the relevant IT units to deploy and upgrade security tools
- Vulnerability management

System Administration encompasses the following system/IT groups:

- Shared Information Services (SIS) which provides PeopleSoft for seven academic institutions (UT Share) and manages the Arlington Regional Data Center (ARDC).
- The Office of Employment Benefits (OEB) which provides the UT Select Plan insurance and retirement services for all UT employees and is a HIPAA covered entity.
- University Lands which manages the oil and gas leases in the Permian Basin.
- The Office of Institutional Research (OIRA) which collects data on all the institutions and shares data with the Texas Workforce Commission.
- Many other applications used by the institutions or the public, for example the portal where students apply to any veterinary, medical, or dental school in Texas.

Position Summary

The Chief Information Security Officer (CISO) oversees a comprehensive systemwide information security program for the protection of University of Texas System (UT System) information resources and provides strategic direction and assistance to UT institutions. The CISO directs the information security program for UT System Administration's information assets.

Reporting Relationships

Reporting to the Chief Risk Officer

Responsibilities

The successful Chief Information Security Officer candidate will:

- Ensure that the security program for the UT System Administration organization is appropriate to the risk associated with its information asset portfolio and complies with state and federal requirements. This includes but is not limited to governance, risk, and compliance, third party assessments and monitoring, pro-active response to threats and indicators of compromise, lead incident investigations, assess backup and recovery capabilities, deliver a robust security awareness training agenda.
- Brief executive leadership and the Board of Regents at UT System Administration as necessary on the efficacy of institution programs, the threat landscape, changes in state and federal requirements, and provide recommendations for the role of UT System Administration on these and related issues.
- Create and administer metrics or other forms of risk reporting required from institutions to track and evaluate the evolution and effectiveness of their information security program and generally serve as an advocate for information security best practices.
- Maintain UT System level information security and responsible use policies. Partner with the Chief Privacy Officer and Office of General Counsel on policies and issues of joint concern.
- Develop relationships with CISO's, CIO's, and other executive leaders at each institution to adequately advise them about their information security posture, threats, services provided by UT System Administration, and changing state and federal requirements.
- Facilitate the workings of the UT System CISO Council and meet at least quarterly with the CISO's from each of the UT institutions to identify systemwide risks, systemic barriers and share solutions.
- Organize an Information Security conference at least annually for information technology, information security, privacy, and IT audit professionals throughout the UT System to facilitate networking, generate continuing education credits, and information sharing.

- Serve as liaison to other higher education institutions, state agencies, and law enforcement to facilitate exchange of latest information security news and trends.
- Other duties as assigned.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Partner with the Chief Risk Officer and become fully integrated into the UT System leadership team. Be perceived as a solid team player who has credibility and integrity and contributes broadly as a subject matter expert in information security.
- **Systemwide:** Work collaboratively and develop strong trusting relationships and partnerships with the System Privacy Officer, CISOs and CIOs as well as other stakeholders including administrators, faculty, researchers, and clinicians across the UT System in order to understand their needs and effectively support information security initiatives.
- Fully assess the existing environment and develop the future plan to advance the information security program in alignment with the strategic priorities of the UT System. This plan should include developing metrics to measure the effectiveness of the information security program.
- Evaluate and identify opportunities to continue to enhance a high-performing team and enable a culture that energizes and supports staff and offers career growth and development opportunities to aid recruitment and retention.
- Provide the leadership to continue to advance several ongoing key initiatives including modernization of UTS165 Systemwide Policy and Standards; System Administration: Protocols for disconnecting various network segments in the event of cyber-attack; External Risk Assessment of certain UT System managed assets; Biennial Maturity Assessment required by the Texas Department of Information Resources; Updating security driven language for cloud contracts; Extending Microsoft DLP to Azure environment.
- Engage in and support a variety of recurring processes, exercises and events including, but not limited to, phishing simulations, meetings with the Chief Risk Officer and Information Security associates, annual conference, cyber-liability plan, maturity assessments, annual reports, pen tests, cybersecurity awareness activities and cybersecurity training certifications.

Candidate Qualifications

Education/Certification

- Bachelor's degree in Computer Science, Information Security, Business Administration, Engineering, Education, Library Science, other relevant field, or equivalent related work experience.
- Advanced degree in relevant field of study preferred.
- Preferred certifications: Certified Information Systems Security Professional (CISSP), and/or Global Information Assurance Certification (GIAC).

Knowledge and Work Experience

- Ten years of relevant work experience designing, implementing, in information security demonstrating a strong understanding of information security processes, technologies, and practices.
- Five years management experience in information technology or information security functions.
- Relevant experience in a higher education and/or healthcare environment preferred.
- Experience working in an organization with a federated model is ideal.
- Experience supporting information security needs of researchers is ideal.
- Demonstrated ability to successfully define and implement the strategic direction of the organization's information security program through listening and understanding the needs of a vast constituency in combination with available resources and teams.
- Significant experience in information security planning and policy development; experience developing a multi-year information security roadmap and plan, which includes metrics to measure performance and can be understood by a variety of audiences.

Leadership Skills and Competencies

- Knowledge of information security and privacy best practices.
- Leadership experience demonstrating increasing responsibility in a large enterprise.
- Demonstrated interpersonal, customer service and written/oral communication skills.
- Demonstrated ability to develop an effective, collaborative working relationship with a variety of representative groups with potentially dissimilar priorities.

- Demonstrated judgment and discretion in working with sensitive, confidential information and matters.
- The ability to be diplomatic, an effective listener and influence without authority.
- Project coordination experience across diversified operational units.
- Ability to plan, appropriately prioritize and review the work of technical personnel.
- Ability to translate complex technical information to a broad range of technical and non-technical audiences; capable of educating stakeholders about security-related issues.
- A critical thinker, with excellent analytical and problem-solving skills who is able to quickly diagnose and resolve security and compliance problems and offer solutions that mitigate risk.
- A team builder with outstanding interpersonal skills and emotional intelligence, who empowers, motivates, and challenges staff while holding them accountable; capable of building, developing, and mentoring a high performing team; able to work well individually, as part of a team and with all levels of the UT System.
- A person of high integrity who possesses good judgement and is able to garner the trust of others.
- Ability to maintain composure in high stress situations; guide and support technical teams in terms of crisis; advise executive leadership in times of crisis.

The Community



Austin, Texas

Austin is the state capital of Texas and has a reputation for being open-minded, friendly, and innovative. The city has been consistently rated a national creative center that draws talented people from across the world to its high quality of life, abundant resources, lively entertainment, and active lifestyle. Austin is bursting with an entrepreneurial spirit, a commitment to personal freedom and a passion for unearthing new discoveries.

At the heart of the Austin community, The University of Texas at Austin offers a home where the creative, artistic minds of the world live side by side with the scientific and technological innovators of tomorrow. The university has long been a pioneer and leader in establishing innovative education programs in technology, so it's no surprise that technology companies such as Dell, IBM, Intel, Apple, Samsung, Google and National Instruments have established major operations in Austin to draw from the highly skilled talent the university produces.

With more than 150 performing arts venues and exhibition spaces, countless museums – including several on the UT campus – and a wide range of dining options, including a vibrant food trailer scene, there's never a shortage of things to do in Austin.

The city is known as the Live Music Capital of the World and hosts nationally known festivals – such as the [Austin City Limits Music Festival](#), [South by Southwest](#) (SXSW), and the [Austin Film Festival](#) – and a variety of events, including the [Texas Book Festival](#) and Formula One United States Grand Prix.

Austin, Texas is consistently a top contender in the *U.S. News and World Report* "Best Places to Live in the US" rankings. It is also one of the fastest-growing cities in the nation with a population of over one million. Currently it's the 11th largest city in America, fourth most populous city in Texas, and the second most populous state capital city. The city includes a 2,705-square-mile metro area that boasts access to outdoor activities, including numerous hike and bike trails, and nearly 300 days of sunshine a year.

For additional information about the city of Austin, visit the [Austin Convention & Visitors Bureau site](#).

Procedure for Candidacy

Inquiries, nominations, and applications are invited. Please direct a resume and a cover letter expressing interest in the role to Nick Giannas or Scott Dethloff via the WittKieffer Candidate Portal [here](#). Inquiries and nominations may also be directed to the consultants through the portal or sdethloff@wittkieffer.com.

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The University of Texas System is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, veteran status or sexual orientation. Reasonable disability accommodation may be requested by contacting the Office of Talent and Innovation.

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