THE MISSION

COMBINING TECHNOLOGY, PUBLIC POLICY AND ECONOMICS TO CREATE A SUSTAINABLE SYSTEM OF CYBER SECURITY.

THE GOALS

THOUGHT LEADERSHIP

ADVOCACY

CUTTING-EDGE PROGRAMS
INTERNET SECURITY ALLIANCE (ISA) PROVIDES THOUGHT LEADERSHIP, PUBLIC POLICY AND BEST PRACTICES TO THE TOP LEVELS OF GOVERNMENT AND INDUSTRY.

No organization can match the Internet Security Alliance’s impact on the thought leadership, policy advocacy and development of enterprise best practice to promote cyber security. For example…

• When President Obama issued his Executive Order on Cyber Security in 2013 his directive followed, almost verbatim, the model ISA has laid out in its 2008 proposal “The Cyber Security Social Contract.”

The ISA Social Contract is also the very first item cited in the President’s primary policy paper on cyber security, “The Cyber Space Policy Review” and ISA is cited four times more than any other source in the President’s paper.

• When the National Association of Corporate Directors decided they needed a set of cyber security best practices for corporate boards of directors to follow, they turned to the ISA to prepare that document.

This document treats cyber security not just as a technical issue, but as an enterprise-wide risk management issue and it places operational guidance, such as the NIST framework, in the context business leaders appreciate—growth, profitability and innovation—and provides specific guidance for boards and senior management.

*For a more detailed summary of ISA accomplishments see page 3. For a listing of ISA accomplishments for last year only please see page 13

ISA SPONSORS RATE ISA VALUE PROPOSITION

Each year, ISA members are polled to determine how well ISA is doing in meeting the organization’s goals and how they would rate the ISA value proposition for their company. Below are five year averages for these questions (1= not meeting the goal/value; 5= maximum goal/providing value).

ISA meets goal of Providing Though Leadership ............................. 4.8 out of 5
ISA meets goal of successful public policy advocacy .......................... 4.8 out of 5
ISA meets goal of stimulating awareness & adoption of good security practices ...... 4.2 out of 5
ISA provides value proposition to its members ............................... 4.8 out of 5
ISA meets goal of Promoting the use of Sound Security Standards, Practices & Technologies ............................................. 4.5 out of 5

ISA is supported entirely by member company annual dues. Regular memberships are $25,000. Sponsorships—which include a seat on the Board & premium service—are $70,000. Smaller firms can become Associate members for $5,000.
ISA PROVIDES THOUGHT LEADERSHIP TO THE PRESIDENT & CONGRESS—and they listen....

• In 2008, ISA published the “Cyber Security Social Contract” which argued that the traditional regulatory model would not work—and indeed be counterproductive—in addressing the growing cyber security problem. Instead ISA proposed that government and industry work together to identify a framework of effective standards, practices and technologies. Government would urge voluntary adoption of these standards and practices through deployment of a menu of market incentives.

• In 2010, the House Republican Special Task Force on Cybersecurity called ISA as it’s first witness and then adopted ISA’s recommendation to create a menu of market incentives to promote the voluntary adoption of sound cybersecurity standards and practices... as had been outlined in the ISA Cyber Social Contract.

• In 2013, President Obama reversed his previous pro-regulatory policy and issued his Executive Order on cyber security that supported the development of a framework of standards and practices and the development of a set of market incentives to promote voluntary adoption by industry... as had been advocated in the ISA Cyber Social Contract.
ISA HIGHLIGHTS: A DECADE OF ISA VISION AND ACTION

• 2001, ISA becomes the exclusive provider of threats and vulnerability information to the private sector from CERT/cc at Carnegie Mellon University.
• 2002, ISA published its first set of best practices targeted to senior corporate managers.
• 2002, ISA published its first set of best practices for mobile executives.
• 2003, ISA created its first of 3 sets of best practices to combat insider threats.
• US State Department sends ISA to Buenos Aires Argentina to brief Organization of American States on private industry efforts in US to combat cyber threats.
• 2005, ISA chaired the Congressionally appointed Cross Sector Cyber Security Working Group on the use of market incentives, rather than regulation, as a means to improve cyber security.
• 2006, ISA in collaboration with Carnegie Mellon University launched its first effort to secure the IT supply chain. The U.S. Cyber Consequences Unit joined the leadership team in 2007.
• 2007, ISA launched its first effort with ANSI to provide an action guide for enterprises to better understand and correct their financial risk of cyber events.
• 2007, ISA launched its efforts with NIST to take the SCAP automated security system designed for the federal desktop and begin to apply it to unified communication platforms such as VoIP.
• 2008, ISA published the “Social Contract” for Cyber Security, describing how market based economic incentives can be a more effective tool for cyber security than government regulation.
• 2009, President Obama releases the “Cyberspace Policy Review,” more than a dozen ISA white papers are cited in the report—4x more than any other source.
• 2009, U.S. State Dept. sends ISA President Larry Clinton to brief the NATO Cyber Excellence Center, in Estonia, on the Social Contract approach, and from there, to Brussels to do the same with the EU.
• 2010, ISA published the “The Financial Management of Cyber Risk” describing a full enterprise-wide model to assess the economics of cyber events.
• 2010, in a meeting with President Obama, U.S. Commerce Department Secretary Locke cites the ISA security checklist for smart phones as one of the major accomplishments in cyber security that year.
• In 2011, the House Cyber Security Task Force released a report of legislative recommendations—which closely follows ISA recommendations.
• In 2012 ISA President is elected Chair of the IT Sector Coordinating Council (re-elected in 2013).
• In 2012 ISA publishes “The Advanced Persistent Threat: Practical Controls that Small and Medium Sized Businesses Should Implement to address Modern Threats.”
• In 2013 President Obama releases his Executive Order on cyber security, which departs from the regulatory model the Administration had previously advocated and embraces much of ISAs “Social Contact” by encouraging an industry driven framework and use of market incentives.
• ISA Board meets privately with key Administration officials including White House Senior Advisor for Cyber security Daniel, NIST Director Gallagher, DHS Under Secretary for Infrastructure Protection Spaulding, and Assistant Secretary for Cyber security Schneck, DHS Acting Under Secretary McConnell. In addition to participating in the 5 national workshops to develop the NIST cyber security framework the ISA Board meets five times privately with the NIST drafting team.
• In 2013 ISA appointed as lead industry contact for all 18 critical infrastructure sectors, with respect to Executive Order implementation on incentives by Partnership for Critical Infrastructure Protection.
• ISA is designated as to represent industry as the sole key note speaker on the Executive Order as several official government/industry forums including the joint industry-government conference on incentives, NIST framework roll out, and the Critical Infrastructure Partnership Action Council (CIPAC) meetings.
• In 2013 ISA asked to present industry view on US cyber security framework development process at World Economic Forum conference in Germany.
• In 2013 US State Department sponsors and funds tour of India to promote international awareness and cooperation on cyber security.
• In 2013 30 European based companies meet in London to consider the need to develop a European version of ISA or align with ISA/US.
• In 2013, a major Indian trade association CMAI (Communications Multimedia and Infrastructure) formally requests affiliation with ISA.
• In 2013 ISA approves memorandum of Cooperation with Cyber-Security Council of Germany to work collaboratively on cyber security issues internationally.
• In 2014 a new “National Infrastructure Protection Plan (NIPP) is released which represents an “evolution in approach” including ISA proposals (in language taken directly from ISA material and negotiated personally with DHS Under Secretary Spaulding) on fundamental issues such as variations in risk assessment for public and private sectors, the economics of cyber security, and the need for an incentive based approach for security.
• In 2014 the National Association of Corporate Boards asks ISA to create its first ever set of best practices for Boards of Directors to follow when addressing enterprise cyber security.
• ISA has become one of the clearest voices for enhanced cyber security, having been featured in C-SPAN, USA Today, National Public Radio’s (NPR’s) “Morning Edition,” The “News Hour” on PBS, CBS “Early Show,” Fox Business News, MSNBC “Squawk Box” and “Power Lunch,” CNN & CNN International, Federal News Radio and in many publications.
ISA SPEAKS TO CORPORATE BOARDS OF DIRECTORS

• In spring 2014, the National Association of Corporate Directors asked ISA, in conjunction with AIG, to create their first set of best practices for corporate boards of directors focused on cybersecurity.

• In July 2014, the US Department of Homeland Security endorsed the Handbook for corporate boards and made it the first and only publication produced by the private sector to be included in the government’s distribution of material to enhance business alignment with the President’s executive order on cybersecurity.

“Corporate directors are looking for practical cybersecurity guidance and tools to help them be more effective in overseeing management’s activities. This led us to partner with the Internet Security Alliance (ISA) and AIG to develop this handbook.” —Ken Daly, President and CEO National Association of Corporate Directors

“This handbook demonstrates that the US voluntary framework is being embraced across industry sectors through far reaching organizations like ISA, NACD, and AIG, and at the most senior level of corporate enterprise risk management – corporate boards of directors.” —Dr. Andy Ozment, Assistant Secretary for Cybersecurity and Communication, US Department of Homeland Security
DHS Secretary Janet Napolitano was the keynote speaker at ISA’s conference on cyber security, held at the White House. Shortly after ISA’s creation by Carnegie Mellon University and EIA Tom Ridge, DHS’s first Secretary was the keynote for the kick off dinner.

ISA WORKS WITH THE DEPARTMENT OF HOMELAND SECURITY

• ISA chaired the Committee on market incentives pursuant to President Obama’s Executive Order on Cyber Security for the Partnership for Critical Infrastructure Protection—representing all 17 designated critical infrastructures sectors.

• ISA Chaired the joint DHS-Private sector team that developed best practices for conducting the public private partnership—these practices have now been endorsed by all 17 sectors and have been proposed as part of the Memo of Understanding that will define the public private partnership in the future.

• ISA’s language describing the varying ways industry and government understand and assess cyber risk were adopted by DHS and included in the National Infrastructure Protection Plan.

• ISA now sits on the joint industry-DHS committee charged with implementing the National Infrastructure Protection Plan.

• ISA sits on the committee designated to propose mutual industry-government goals for critical infrastructure protection.

• ISA has been on the Executive Committee for the IT Sector Coordinating Council since its inception.

• ISA co-chairs the CSRIC committee charged with determining the barriers to implementation of the NIST framework created by the President’s Exec Order.
ISA WORKS DIRECTLY WITH THE WHITE HOUSE ON CYBER SECURITY

- The Obama Administration’s major policy paper on cyber security, the “Cyber Space Policy Review” cited ISA more than any other source and proposed using the ISA’s economic model of cyber security over the then primary technical/regulatory model.

- President Obama’s Executive Order on cyber security cemented a 180 degree change for the administration away from regulation and adopted all the major tenets of the ISA social contract.

- In 2014 The Administration announced that it would not seek any new regulatory authority to promote cyber security but instead rely on the ISA advocated voluntary model supported by market incentives.
ISA WORKS WITH INDUSTRY AND CONGRESS

ISA regularly involves its expert board of directors in direct communications with key members of Congress. This assures that the expertise from the people who actually own and operate these complex systems is adequately represented in public policy.

ISA has been called as an expert witness in every Congress in the last decade.

ISA has successfully lobbied for bi-partisan legislation that embraces the use of market incentives, as opposed to regulation, to promote more effective cyber security policy.

ISA pulled together the major trade associations in Washington DC including the Chamber of Commerce, national Association of Manufacturers, Tech America, the Business Software Alliance and the Center for Democracy and Technology to create the first pan-industry white paper on cyber security policy—which endorsed the ISA Social Contract approach.

ISA brought major industry associations together to craft a consensus 33-page white paper on cyber security policy based on social contract principles of market incentives as opposed to government regulations.
ISA LEGISLATIVE ADVOCACY

- ISA is well known for its activity which focuses on promoting incentives for cybersecurity as opposed to government regulatory mandates.

- ISA supported the development and passage of the Rogers-Ruppersburger “CISPA” legislation which promotes increased information sharing through the incentive of expanded liability protection. The bill was the first comprehensive cyber security bill to pass a House of Congress with bi-partisan support.

- ISA supported the development of the McCaul-Thompson-Meehan-Clarke legislation that promotes the voluntary public private partnership outlined in the ISA social contract and reforms the SAFETY Act to facilitate incentives such as increased liability relief and use of cyber insurance.

- ISA strongly opposed the Lieberman Collins bill, which would have granted new regulatory powers to DHS to mandate corporate cyber security practices. ISA visited 87 Senate offices to educate on the bill and the ISA board met personally with the bill’s major sponsors Senators Lieberman, Collins, Rockefeller and others.

Commerce Secretary Locke and President Obama at a White House meeting with industry to review one year’s progress implementing the “Cyberspace Policy Review.” Secretary Locke cited the ISA’s program on securing mobile platforms, such as, VoIP and smart phone platforms, as one of the year’s most significant cybersecurity accomplishments.

Ty Sagalow, Immediate Past Board Chairman (Zurich), speaking at the National Press Club release of the “Financial Impact of Cyber Risk,” the first in ISA’s the Financial Management of Cyber Risk series.

To implement the President’s Executive Order, NIST was asked to develop a set of standards and best practices. In addition to attending all 5 national workshops, ISA had 4 private meetings with NIST. ISA is now working with Carnegie Mellon to assess the cost effectiveness of the NIST Framework.
INTERNET SECURITY ALLIANCE PARTNERSHIP WITH CARNEGIE MELLON UNIVERSITY

• Carnegie Mellon University was one of the two original founders of the Internet Security Alliance and has continually worked with ISA on technical thought leadership and projects including:

• ISA is working with CMU to build a true maturity model out of the NIST Framework. The first step will be to assess the cost effectiveness of the NIST model—as called for in the President’s Executive Order.

• ISA has collaborated on multiple best practices with CMU including insider threats, supply chain management, enterprise risk management, and guides for senior executives, and best practices for small companies.

• ISA also works with CMU on educating congress and the executive branch on the technical and economic issues related to the evolving cyber threat.

• For a full list of accomplishments, see page 3.
ISA President Arne Schönbohm participates in trans-atlantic news conference announcing CSCG / ISA Joint Policy Paper.

ISA President Speaks to the World Economic Forum (WEF) in Berlin on the NIST Cybersecurity Framework.

ISA President Larry Clinton was asked to brief the NATO CyberSecurity Center for Excellence in Tallinn, Estonia as well as to the Organization of American States’s (OAS’s) Conference in Buenos Aires, Argentina to provide a briefing to both these bodies on the ISA’s incentive-based model for enhancing cyber security internationally.

ISA INTERNATIONAL OUTREACH

- ISA Board votes to launch the Internet Security Alliance for Europe (ISAFE). Vodafone agrees to lead the new affiliate made up of EU based companies.


- World Economic Forum (WEF) asks ISA to present the NIST cybersecurity framework at WEF event in Berlin.


- ISA briefing for the Organization of American States (OAS) in Argentina.

- ISA keynote for the World Institute for Nuclear Security (WINS) in Vienna.

- State Department tour of India including Deli, Mumbai, and Chennai.
1. President Obama releases his Executive Order on cyber security, which departs from the regulatory model the Administration had previously advocated and embraces much of ISA’s “Social Contact” by encouraging an industry driven framework and use of market incentives.

2. A new “National Plan” for protecting US critical infrastructure is released (replacing the NIPP) which represents an “evolution in approach” including ISA proposals (in language taken directly from ISA material and negotiated personally with DHS Under Secretary Spaulding) on fundamental issues such as variations in risk assessment for public and private sectors, the economics of cyber security, and the need for an incentive based approach for security.

3. ISA Board meets privately with key Congressional policy makers including House Homeland Security Chair McCaul, Cyber Security Chair Meehan, Telecom and Internet co-Chair Blackburn, Intelligence Committee Chair Rogers, Intel Ranking Member Ruppersberger, Senate Homeland Security Ranking Member Coburn, Senator Blunt, Senator Johnson.

4. ISA Board meets privately with key Administration officials including White House Senior Advisor for Cyber security Daniel, NIST Director Gallagher, DHS Under Secretary for Infrastructure Protection Spaulding, Assistant Secretary for Cyber security Schneck, DHS Acting Under Secretary McConnell.

5. In addition to participating in the 5 national workshops to develop the NIST cyber security framework the ISA Board meets five times privately with the NIST drafting team.

6. ISA’s “Financial Management of Cyber Risk” publication is the first source cited in the initial NIST framework as a template for corporate cyber risk management.

7. Working in conjunction with Financial Services Coordinating Council ISA sponsors workshop on cyber risk management in financial services.

8. ISA, in conjunction with AIG, sponsors a series of five national workshops on sophisticated cyber risk management in corporations.

9. DHS solicits ISA to provide initial companies for participation in the Enhanced Cyber Security Services program (an expansion of the DIB model to the rest of critical infrastructure on information sharing).

10. ISA participates in high level briefing on process for implementing the President’s Executive Order with WH Advisor Daniel, Cyber Command head General Alexander, DHS Under Secretary Lute, NIST Director Gallagher.

11. ISA drafts and circulates plan for involving its member companies in all aspects of Executive Order implementation.

12. ISA appointed as lead industry contact for all 18 critical infrastructure sectors, with respect to Executive Order implementation on incentives by Partnership for Critical Infrastructure Protection.

13. ISA Board receives private briefing on incentive reports required under the Ex Order from Treasury, Commerce, DHS and GSA/DoD (on procurement).

14. DHS lists numerous ISA publications as recommended reference materials for work on implementing the Executive Order (ISA is only Trade Assoc. listed).

15. ISA is re-elected as Chair of the IT Sector Coordinating Council.

16. ISA is designated as to represent industry as the sole key note speaker on the Executive Order as several official government/industry forums including on incentives, NIST framework roll out, and CIPAC meetings.

17. ISA asked to present industry view on US framework development process at World Economic Forum conference in Germany.

18. US State Department sponsors and funds tour of India to promote international awareness and cooperation on cyber security.

19. 30 European based companies meet in London to consider the need to develop a European version of ISA or align with ISA/US.

20. CMAI (Communications Multimedia and Infrastructure) , a major Indian trade association formally requests affiliation with ISA

21. ISA approves memorandum of Cooperation with Cyber-Security Council of Germany to work collaboratively on cyber security issues internationally.

22. ISA Board crafts new draft 3-year business plan including several projects: 1) maintaining ISA domestic policy operations 2) Building Cyber Trac 3) Intensifying ISA international program 4) Creating a best practices publication targeted at senior directors; 5) Developing model contracts to assist in implementing the NIST framework; 6) Developing incentive proposals for Congressional and/or sector agency implementation of NIST framework.

23. ISA articulates “beta-test” proposal as appropriate next stage in NIST framework development.

24. ISA maintains high public visibility including multiple appearances in national media (e.g. MS NBC Power Lunch, Fox Business News, C-SPAN, Federal news Radio) and literally hundreds of print citations.

25. 3 new sponsors join ISA, Vodafone, AIG and CSG.
ISA—GETTING THE MESSAGE OUT ABOUT CYBER SECURITY

ISA has become one of the premier advocates for increased attention and investment in cyber security. ISA increases awareness through a multi-media effort. Such ISA mass media and trade journal appearances include, among others:

- CNN’s “The Situation Room with Wolf Blitzer,”
- CNN International,
- PBS’s “The News Hour with Jim Lehrer,”
- Fox News,
- CBS News’s “The Early Show,”
- CNBC’s “Power Lunch” and “Squawk on the Street,”
- C-SPAN’s “The Communicators,”
- USA Today,
- National Public Radio’s (NPR’s) “Morning Edition,”
- The New York Times,
- The Journal of Strategic Security,
- The Cutter IT Journal,
- USA Today,
- Closing Bell,
- Voice of America,
- NPR Science Friday,
- Federal News Radio,
- MTV

While ISA President Clinton conducts much of the ISA outreach, ISA regularly facilitates the participation of its member-company personnel in its creative and innovative programs.
ISA BOARD OF DIRECTORS

Tim McKnight
ISA Board Chairman
Fidelity Investments
EVP, Enterprise Information Security and Risk

Jeff Brown
ISA Board Vice Chairman
Raytheon
VP and Chief Information Security Officer

Gary McAlum
ISA Board Second Vice Chairman
USAA
Chief Security Officer

Dr. Robert Zandoli
AIG
Senior Vice President, Global Chief Information Security Officer

Linsey Rubenstein
Boeing
Director of Operations

Marcus Sachs
Verizon
VP of Govt Affairs, National Security Policy

Larry Trittschuh
General Electric
Director, Global Information Security Operations

J.R. Williamson
Northrop Grumman
Director and Deputy Chief Information Security Officer

Richard Knowlton
Vodafone
Group Corporate Security Director

Julie Taylor
Leidos
Senior VP and Operations Manager

Tim McNulty
Carnegie Mellon
CyLab Associate Vice President of Government Relations

Charlie Croom
Lockheed Martin
VP of Cyber Strategy Solutions

Paul Nguyen
CSG International
President of Global Security Solutions

Brian Raymond
National Association of Manufacturers
Director of Tax, Technology, and Domestic Economic Policy

Thomas Quinn
BNY Mellon
Managing Director, Chief Information Security Officer

Joe Buonomo
Direct Computer Resources
President and CEO

Larry Clinton
Internet Security Alliance
President and CEO
lclinton@isalliance.org

ISA is supported entirely by member company annual dues. Regular memberships are $25,000. Sponsorships—which include a seat on the Board & premium service—are $70,000. Smaller firms can become Associate members for $5,000.
lclinton@isalliance.org