



## Nominee Showcase Presentation

# ISE NORTH AMERICA LEADERSHIP SUMMIT

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*An Audacious Journey to a World-Class Security Organization  
Or  
"When you get to a Fork in the Road – Take It!"*

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**SallieMae**<sup>®</sup>  
Dream. Invest. Succeed.<sup>SM</sup>

**Sallie Mae** (NYSE: SLM) is the nation's No. 1 financial services company specializing in education. Serving 23 million customers, Sallie Mae offers innovative savings tools, tuition payment plans and education loans that promote responsible financial habits and reward success.

**Customer Loans:** The company manages or services \$238 billion in education loans.

**Upromise Investments:** administers \$37 billion in 529 college savings plans.

**Upromise college savings rewards:** program have earned \$600 million for participants to help pay for college.

**Campus payments:** Sallie Mae is also one of the leading financial service providers for universities and governments at all levels, including supporting \$8 billion in ecommerce transactions annually at nearly 1,000 campuses.

**Total Staff:** ~ 9,000





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# Overview

- ✓ Breaking Down Barriers to Success
- ✓ Transforming Security
- ✓ Effective and Efficient Risk Management and Compliance
- ✓ Convergence of Security Risk





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### **Key Driver: Corporate Security is on the critical path of EVERY initiative**

- Much of the infrastructure, architecture and tools were out-dated
  - Limited investment, very tactical, not strategic – narrowly focused outcomes
- 70% of resources dedicated to Compliance and Audit
  - Reactionary -- lacking strategic lens
  - Compliance requirements more than doubled in the 2009/2010 (driving from 800 control points to 3500 with FISMA, PCI, et.al.)
- Company viewed Corporate Security as isolated -- “an island” lacking transparency
  - “Most of my interactions have shown that it is easier for them to say no instead of creating solutions. This puts a lot of burden and rework on the Operations group to justify or create solutions. “
- 25% YOY increase in the threats
  - FBI statistics report Cyber-crime more than doubled, globally the value is put at more than \$110B annually, more than all illicit drug trafficking



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***Status quo was NOT an option – Even near-term***

▪ ***Start with a New Mission:***

***Deliver innovative and agile security, which is effective and efficient for Sallie Mae customers, employees, and shareholders; being mindful of our regulatory and legal obligations.***

▪ **Demand Intelligent Risk Taking**

**Demonstrate practical wisdom; Step-up, make decisions; Know the risk, not risk management  
Own the outcome; Partner with the business; Put “skin” in the game.**

▪ **Identify and Prioritize the Key Security Tasks:**

**1. Aggregate – Merge, Develop and Hire Key Thought Leaders;**

**Communicate broadly – stakeholders, regulators, executives, Board;  
Become a trusted advisor to business – Know your customers, and their customers**

**2. Automate – Free up resources;**

**Be innovative; Have a strategic horizon and embrace best practice  
Drive continuous compliance– Efficient and Effective**

**Deploy the best technology – Leverage the latest tools to eliminate routine work, “Click Up”**

**3. Accelerate – In the stride of the business**

**Stop the bad guys from becoming bad guys; Be agile; Deploy Resilient Defense**





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### *Surfing the Wave*

- **Reduced the Corporate Security budget by 40%**
- **Reduced compliance burden from 70% to 40%**
- **Increased productivity 300%**
- **Converged Physical and Logical security**
- **Brought Together the “Right” Team -- Up-leveled key leaders**
- **Automated**
  - **Deployed 9 new systems: GRC, IPS, SIEM, Identity and Access Compliance, Anomaly Detection, DLP, Web Filtering, Video Monitoring, Physical Access Control**
- **Delivered on the promise of “clicking-up” through training and certification**
  - **60 new certifications 2010**
- **Reduce/Eliminate Churn and Wasteful Activities**
  - **Think In and Out of the Box**
  - **DACI, shared vision, performance metrics**
- **Found revenue opportunities**
  - **Generated \$7.3MM in 2011**





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### *Learning to Surf – Best Practices*

- Security is a core element of the enterprise, don't shortchange it
  - Employee a holistic and strategic perspective that includes innovation, agility and improved effectiveness is superior to typical methodologies such as McKinsey's "Lean IT"
  - Be accretive
- Benchmarking is essential, including best practices
- Compliance is not security; Security is not compliance
- Eliminate the hysteria surrounding security
  - Manage security in stride with the business
- Business leaders do not understand, nor do they want to understand security risk
  - Be a thought leader, have skin in the game
- Make security pervasive throughout the enterprise (Johnson & Johnson)
- Find some metrics that suit your business