

Sol Bermann

(sjbermann@yahoo.com)

Executive Summary

Proven record of leadership in higher education, private, non-profit, and government sectors. Significant expertise in privacy, governance, IT security, information assurance, policy development and implementation, risk management, crisis management, and program development and operations.

Excel in establishing multidisciplinary collaboration, forums, and programs. Act as bridge in decentralized, siloed, shared governance environments. Extensive experience working with private sector, trade associations, industry alliances, higher education, policymakers, and advocacy groups. Track-record of building risk-based, business-oriented programs and initiatives. Excellent interpersonal communication and presentation skills, both written and oral. Nationally recognized in the privacy, and information assurance fields.

Professional Experience

University of Michigan

Executive Director of Privacy and Faculty Affairs

July 2024-present

Overview

- Lead Privacy, IT Policy, and Education and Awareness, and communications teams;
- Craft university-wide, risk-based privacy and IT policy related strategies to ensure that university data and systems are appropriately used and managed;
- Collaborate on university-wide data governance strategy, policies, and processes;
- Participate in VP-CIO Sr. Staff team in strategic, tactical, and budgetary decision-making;
- Engage faculty and other stakeholders to augment and improve teaching and learning and research technologies and processes;
- Engage with academic community as faculty member, lecturer, research partner, and programming co-convenor;
- Faculty Appointment: Adjunct Clinical Assistant Professor, School of Information

Chief Information Security Officer, Exec Dir., Information Assurance

December 2016-July 2024

July 2014 – March 2015 (interim)

Overview

- Lead Campus information assurance program (IT Security, Privacy, IT Policy, Identity and Access Management, Education and Awareness teams) that includes 50+ staff and \$11+ million dollar budget;
- Craft university-wide, risk-based information assurance strategies and policies to ensure that university data and systems are appropriately protected;
- Coordinate implementation of U-M threat intelligence framework and next-generation security technologies;
- Collaborate on university-wide data governance strategy, policies, and processes;
- Oversee privacy and security education and awareness development, and communications;
- Participate in VP-CIO Sr. Staff team in strategic, tactical, and budgetary decision-making;
- Engage university leadership and stakeholder communities on information assurance program strategies, current threats and remediation activities;
- Brief U-M Executive leadership and Board of Regents on information assurance issues.
- Engage with academic community as faculty member, lecturer, research partner, and programming co-convenor;
- Faculty Appointment: Adjunct Clinical Assistant Professor, School of Information

Selected Specific Activities

- Advanced Endpoint Deployment: Led university-wide strategy and implementation of advanced endpoint technology for a widely distributed IT environment across multiple campuses. Largest single deployment of this product in higher education.
- Two-factor authentication (2FA) for All Fac/Staff/Students: Led strategy and implementation for 2FA for all faculty, staff, and students on all campuses and the health system.
- Enclave Development: Led development of CUI enclave, and co-led establishment of CUI program in partnership with U-M Office of Research; led development of U-M PCI environment in partnership with U-M Treasurer
- Email Security: Led selection and deployment of secure email tool for all campuses.
- Cybersecurity Assessment: Led vendor engagement for first-ever cybersecurity assessment of U-M central IT provider; co-led cybersecurity assessment of peer Big 10 university
- Threat Intelligence and Mitigation: Lead team that developed a capability for collecting, generating, sharing, and using threat intelligence used by the majority of Big 10 universities.
- Identity & Access Management: Implemented U-M wide identity governance tool; developed & implemented new self-serve password management tool; led multiple IAM service integration during pandemic
- Cross-university/higher ed engagement: Ethics, Integrity, and Compliance Committee (member); Research Data Security Committee (Co-Chair); Coordinating Committee on International Engagement (member)

Assistant Clinical Professor of Information, UMSI

September 2020 –

- Course: SI 311 - Privacy & Surveillance (taught Fall 2022-present)
- Michigan Institute for Data Science (MIDAS) Affiliated Faculty; Ethics, Society, and Computing (ESC) Affiliated Faculty; Dissonance Event Series (Co-Convener); Data Privacy Day (Co-convener)
- Guest lecturer: UMSI, College of Engineering, Ford School, Michigan Law
- Co-instructor "Privacy, Reputation, and Identity in the Digital Age, U-M Teach-out

University Privacy Officer, IT Policy & Compliance Strategist

February 2011 – December 2019

Overview

- Subject matter expert in national and international privacy and IT security issues;
- Led development and implementation of university privacy program;
- Led development/review/revision, and implementation of university IT policies, standards, and guidelines;
- Manage U-M IT Security Incident Response team;
- Develop privacy, data governance, management and compliance processes;
- Lead privacy and security training, awareness, and communications efforts;
- Engage in risk assessment, strategic planning and budget processes;
- Collaborate with faculty on privacy and security-related research and events.

Selected Specific Activities

- Co-instructor "Privacy, Reputation, and Identity in the Digital Age, U-M Teach-out; Moderator Facebook & Cambridge Analytica Roundtable; Co-convener Dissonance event series; co-convener Data Privacy Day activities; Collaborator, LSA Digital Wolverine Series; Guest lecturer
- Led drafting of university-wide reports: sensitive research data security and compliance; data governance; guiding principles for privacy, ethics, and learning analytics;
- Led U-M GDPR program implementation in collaboration with Office of the General Counsel
- Led drafting and implementation of university "Bring Your Own Device" IT security policy; revision of U-M IT Security policy; drafting of U-M IT Security Standards
- Led HIPAA gap and cost analysis and implementation for U-M's central IT organization;
- Led cross-organization working group in analyzing privacy/security implications of Google and cloud services;
- Led development and implementation of standardized methodology that integrates service provider information assurance assessment into the IT procurement process, including update to U-M policy;
- Led development and implementation of U-M Digital Copyright Compliance program;
- Led development of first-of-its-kind in higher-ed web-based U-M Sensitive Data Guide to IT Services, and ViziBLUE student data guide.

Walmart

International Privacy Director

October 2008 – February 2011

Overview

- Subject matter expert in national and international privacy and IT security issues;
- Led development of global data protection governance program aligning corporate privacy and security practices with international privacy standards, recognized fair information principles, industry standards and best practices;
- Developed compliance processes related to data management, data identification, and cross-border data flows;
- Collaborated in development, publication and implementation of corporate privacy and IT security policies, standards, processes, and procedures;
- Collaborated in data breach response and remediation;
- Collaborated in refining and expanding privacy and security training and awareness program;
- Participated in risk assessment, strategic planning and budget processes.

Selected Specific Activities

- Led Global Privacy Committee and global privacy and data protection program, including development of: global governance model; global privacy principles, mission and values; global privacy committee framework; global data transfer compliance; global data breach reporting procedures, and global training and awareness programs;
- Co-led enterprise-wide data protection risk assessment;
- Member: Information Assurance Sub-Committee, Monitoring Working Group, Access Controls Working Group
- Created and maintained content for customer-facing privacy and security education and awareness webpage;
- Collaborated with the Anti-phishing Working Group on creation of international "Stop. Think. Connect" campaign;
- Led store-level data protection awareness and training efforts for 4000+ U.S. stores and clubs;
- Led corporate cross-functional team addressing customer-facing fraud and identity issues, including development of Walmart anti-phishing program.

State of Ohio

Chief Privacy Officer

April 2007 – September 2008

Overview

- First ever specifically appointed state Chief Privacy Officer in the United States;
- Led statewide IT security initiatives (in the absence of statewide CISO);
- Led Risk Management Services division, including network and application vulnerability testing, business continuity planning, disaster recovery; statewide incident response reporting;
- Subject matter expert in creating governance model aligning state privacy and IT security practices with recognized fair information principles, industry standards and best practices, and federal & state laws;
- Coordinated development, publication and implementation of statewide privacy/security policies, standards, and procedures, including Executive Orders, Administrative Rules, and legislation - including first state law to mandate Privacy Impact Assessments for new state IT Systems;
- Advised Governor, cabinet directors, agency CIOs, and legislature on privacy and security issues;
- Developed and implemented statewide privacy/security awareness and training program.

Selected Specific Activities

- Co-Chaired, multi-agency Data Protection Sub-committee - led largest-to-date statewide purchase and implementation of endpoint encryption;
- Member, State of Ohio Office of Internal Audit Advisory Committee;
- Member, State of Ohio Health Information Partnership Advisory Board;
- Developed State of Ohio Privacy & Security Information Center website;
- Developed template data classification toolkit;
- Developed State of Ohio Breach Incident Response plan.

The Ohio State University
International Studies Program

2006 – 2007

Adjunct Professor

- Created syllabus, course material for graduate-level course: *Law, Policy and Civil Liberties in an Age of Terrorism*; course covered material ranging from U.S. and global history, Constitutional law, privacy and civil liberties, national security, homeland security policy, and international responses to terrorism.

Moritz College of Law

Associate Director, Center for Interdisciplinary Law and Policy Studies 2003 – 2007

- Collaborated with Director and faculty from myriad departments to organize interdisciplinary programming, including conferences, speaker series and other activities;
- Responsible for day-to-day operations of an interdisciplinary academic center;
- Assisted in CILPS outreach, fundraising activities; grant-writing; budgets;
- Led creation of, and maintained content for, CILPS website; annual reports and presentations.

Managing Editor, I/S: A Journal of Law and Policy for the Information Society

- Supervised 40+ students on an intercollegiate, interdisciplinary academic journal;
- Worked with faculty editors, contributing authors, and student editors in activities including student recruitment, directing students in work tasks, interacting with authors, publisher, subscription services, and other organizations in bringing journal to market;
- Instrumental in establishing the annual “Privacy Year in Review” issue as official publication of the International Association of Privacy Professionals (IAPP).

Director, Moot Court & Lawyering Skills Program

- Supervised student-led Moot Court Governing Board with a participating base of over 200 students in intra-collegiate and intercollegiate teams and events; managed and served as interface with administration, faculty and legal community.

International Association of Privacy Professionals (IAPP)

Consultant

2003-2006

- Engaged in IAPP strategic planning;
- Researched and selected topics, panels, speakers and agenda for IAPP conferences and events;
- Manager of annual “Privacy Innovation Awards.”

Technology Policy Group

Manager, Operations

1999 –2003

- First hire of start-up academic-based, non-profit dedicated to finding new approaches to public policy issues related to government and business in the information age.
- Ran operations for \$1,000,000+ non-profit research and consulting group;
- Conducted research on complex policy issues including privacy, cybersecurity, public records access, digital divide, e-commerce, e-government, and new information technology applications in government, academia, and business;
- Prepared, and assisted in preparation of proposals, budgets, and presentations to NSF, HUD/COPC, Department of Commerce, other federal and state entities, and project sponsors;
- Managed day-to-day operations;
- Created, organized, and managed all TPG websites;
- Served as Acting Director during TPG close of business operations.

PrivacyCon Conference Series Coordinator

1999 –2003

- Managed all logistics and fund-raising for annual international privacy and security conference;
- Selected topics, agenda and speakers from all sectors including government, advocacy groups, trade associations, private sector, and higher education;
- Handled all day-to-day conference operations; in charge of media and marketing.
- Co-creator “Privacy Innovation Award” program (now IAPP Privacy Innovation Award);

Education

Moritz College of Law, The Ohio State University, Columbus, OH, J.D., 1999

- **Research Assistantships**, 1996-1999
 - Prof. Peter Swire; Prof. Katherine Federle; Prof. Stanley Laughlin
- **Legal Intern**, Justice for Children Practicum, 1999
- **Law Clerk**, Chief Justice Thomas Moyer, Ohio Supreme Court, 1999
- **Executive Director**: Pro Bono Research Group (PBRG), 1997-1999

The University of Virginia, Charlottesville, VA, M.A., Foreign Affairs, 1992

- Thesis: [Roots of Ethnic Conflict in Sub-Saharan Africa](#) (OCLC #26958149).

Beloit College, Beloit, WI, B.A., International Relations, 1988

Professional Affiliations, Activities, Certifications

- Co-Chair: Educause Higher Education CPO Working Group
- Leadership Team: Higher Education Information Security Council (HEISC)
- Member, International Association of Privacy Professionals - Training Advisory Board
- Member: ECAR Cloud Working Group
- Member: State of Michigan Government Technology Summit Planning Committee
- Member: AESC-AICPA Privacy Working Group
- Member: NASCIO Security & Privacy Committee
- Co-Chair: Supreme Court of Ohio Technology Advisory Committee, Privacy and Public Access Sub-committee
- Member: USDOJ/Office of Justice Programs: Justice Integration Initiative - Privacy Initiative Plan
- International Association of Privacy Professionals
- Certified Information Privacy Professional (CIPP)

Selected Publications

Books

- Peter Swire and Sol Bermann, *Information Privacy: Standard Reference for the Certified Information Privacy Professional* (2007)

Articles/Papers

- Free to Be You and Me: Autonomy Privacy in Higher Education, Educause (January 2017)
- Co-author, [Higher Education Chief Privacy Officer Primer, Pt. 1](#) (November 2016)
- Co-author, [Preparing Your Organization for the Cloud](#), ECAR (May 2016)
- [Your Evolving Digital Life - Privacy in a Connected World](#), Educause (October 2015)
- [Privacy in the Age of Big Data](#) (NASPA, Summer 2015)
- [The Chief Privacy Officer in Higher Education](#), Educause Review (May 2015)
- [Evolution and Ascent of the CISO](#), Educause Review (Nov. 2014)
- [Data Classification, Security, and Compliance: Helping Users Help Themselves](#), EDUCAUSE Review (Jan. 2013)
- [Privacy and Access to Public Records in the Digital Age](#), Ohio State Public Law Working Paper No. 62 (April 2006)

Selected Presentations

- Opening Keynote, "Today's Cybersecurity Terrain," Business+Tech Forum, March 2024
- Panelist, "One Giant Leap: How Visibility, Identity and Endpoint are Transforming Cybersecurity Strategies," Educause National Conference, Oct. 2022
- Panelist, "Ethical Engagement in Learning Analytics," Association of College & Research Libraries, July 2022
- Panelist, "Public Entities Can Help Each Other Stay Cyber-Safe through Partnerships," Merit Member Conference, May 2022
- Panelist, "Navigating the Cyber Threat Landscape," Michigan Digital Government Summit, Nov. 2021
- Panelist, "Student Privacy Train-the-trainer national kick-off," Future of Privacy Foundation, April 2021
- Presenter, "Privacy Perspectives [podcast]," EDUCAUSE Exchange, February 2021
- Panelist: "Protecting the Research Enterprise – Transparency, Integrity & Reciprocity," UCOP/FBI, January 2021
- Co-presenter, "Privacy and Security: The Six Words Project podcast, Educause, September 2020
- Keynote, "Protecting the Unprotectable," College Athletics IT National Conference, January 2020
- Panelist: "CISO in the NEW - Priorities and Perspectives," North American Cybersecurity Summit, October 2019
- Presenter, "Ask a Chief Privacy Officer," Educause, July 2019
- Keynote: "Beyond tools & outcomes: Building ethics and compliance into teaching, learning, and assessment technologies," AAC&U ePortfolio Annual Forum, January 2019
- Panelist: "The Ethics, Policy, Privacy, and Law of Research with Educational Data," AIM Analytics January 2019
- Presenter: "GDPR + 6 Months: What We Know Now, What We Wish We Had Known," Educause, Nov. 2019
- Panelist, "Privacy, Ethics, and Learning Analytics," Educause, October 2018
- Presenter, "Privacy, Ethics, and Learning Analytics," Learning Records Store Initiative, Internet2, July 2018
- Presenter: "GDPR, Higher Ed, & U of M: What to know/What to do," MERIT Membership Conference, May 2018
- Presenter, "Choosing Privacy: What does it Really mean," U-M Library Workshop, May 2018
- Presenter: "GDPR, Higher Ed, & U of M: What to know/What to do," MERIT Webinar, May 2018
- Presenter: "Security, where we are now and how to prepare for the future," Leadership Board for CIO's Spring Meeting, March 2018
- Co-panelist: "The Ethics, Policy, Privacy, and Law of Research with Educational Data," AIM Analytics, November 2017
- Panelist, "Use of data regarding student tracking, focused on student experience and success," I2 & Center for Information Technology Policy, Princeton University Collaborative Workshop on IoT Ethical Dilemmas on a Smart Campus, Sept. 2017
- Presenter, "IT Security: Different Sectors Mostly Similar Tunes," Technology & Business Innovation Forum, May 2017
- Moderator, "Stemming the Breach: Cybersecurity Reform for the 21st Century," Michigan Law School Journal of Law Reform Symposium, Feb. 2017
- Presenter, "Privacy vs. Security: Do We Have to Choose?," Michigan Digital Government Summit, October 2016
- Moderator, "Privacy, Ethics and Enabling the Student Data Analytics Revolution," IAPP Privacy. Security. Risk., September 2016
- Presenter, "Operations and Risk Management in the Cloud," ECAR, August 2016
- Panelist, "Privacy & Ethics in Learning Analytics," Learning Analytics Summer Institute, June 2016
- Keynote, "Fun, Fast, and Sticky: Building an Effective IT Security Awareness Program," National State Board of Nursing Operations/IT Conference, May 2016
- Presenter, IT Security Audit Preparation, National State Board of Nursing Operations/IT Conference, May 2016
- Presenter, "Understanding the Intersection between Privacy and Security," Privacy in Higher Education, March 2016
- Panelist, "Balancing Privacy & Security," PTLA Forum, March 2016
- Keynote, "Privacy Matters, and Why You Shouldn't Get Over It," Wayne State University, February 2016
- Presenter, "You've Been Hacked! Now What?," Michigan Digital Government Summit, Sept. 2015
- Presenter, "Big Data Prospects and Privacy Considerations," OSU Glenn College of Public Affairs Leadership Forum, Sept. 2015