



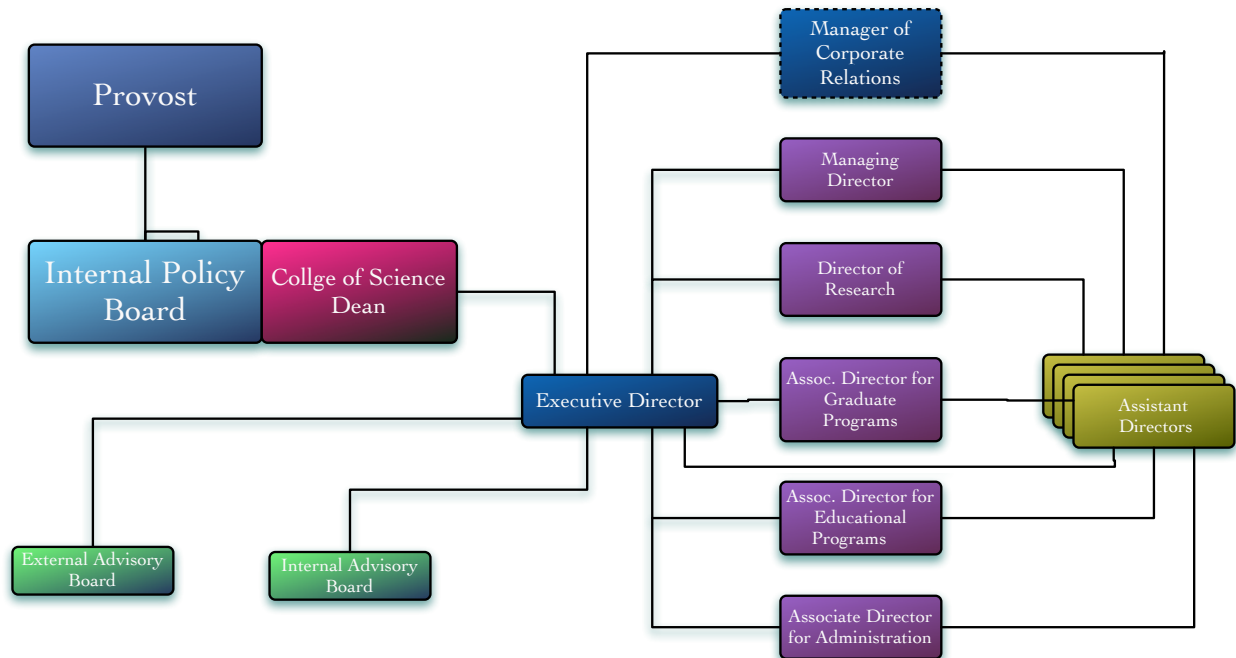
Center for Education and Research  
in Information Assurance and Security

# Organizational Primer

## Introduction

CERIAS was established as a Purdue University academic research center on May 7, 1998. The initial proposal document established the structure of the center, and this has been modified over the following years according to the procedures established in that original document.

This document is intended to present the current administrative structure, with some additional details and history. The following figure graphically illustrates the various major groups and individuals involved in the operation of the center. (The sizes of the boxes are an artifact of the program to draw the illustration, and are not indicative of relative importance.)



CERIAS Organization Chart

## University Leadership

### Provost

The Provost is the chief academic officer of the university. The Provost may dissolve the center, change the administrative structure, reallocate funds (including gift funds), and assign or reassign space.

Historically, the Provost's office has been very supportive of CERIAS. All Provosts during the center's history (Robert Ringel, Sally Mason, Vic Lechtenburg [acting], Randy Woodson) have generously provided funding, space and visibility for the center.

♣ *Current Provost:* Dr. Randy Woodson

## Internal Policy Board (IPB)

The Internal Policy Board provides on-going oversight of the mission and evaluation of the center. It is chaired by the dean of the College of Science, and consists of at least three members. The membership of the IPB is based on university positions related to the functions of CERIAS (e.g., head of the Computer Sciences department). The exact membership of the IPB is determined by the IPB with advice from the Executive Director. Membership of the IPB is based on position rather than individual (i.e., whoever is the current head of a particular department or center).

The responsibilities of the IPB are to:

- Perform an annual review of center performance
- Appoint the Executive Director and evaluate his/her performance
- Review other senior administrative appointments (e.g., Director of Research, Associate Directors)
- Make recommendations to the Provost about any major changes to the center, including (if warranted) dissolution
- Advise the Dean of the College of Science as necessary regarding CERIAS management

### ♣ *Current IPB*

- ➔ *Dean, College of Science:* Jeffrey Roberts
- ➔ *Head, Department of Computer Sciences:* Aditya Mathur
- ➔ *Head, School of Electrical and Computer Engineering:* V. "Ragu" Balakrishnan [acting]
- ➔ *Head, Department of Communication:* Howard Sypher
- ➔ *Director, Purdue Homeland Security Institute:* J. Eric Dietz
- ➔ *VP of IT and CIO:* Gerry McCartney

## College of Science Dean

The dean is the chief academic officer of the College of Science, and reports (generally) to the Provost. Although CERIAS is a university-wide center with faculty from 20 departments in six of the 10 colleges, it has been designated as reporting to this dean.

The dean exercises the following authority over the center:

- Approves all budgets
- Approves all hiring, firing and personnel decisions for center staff, subject to review by the university president
- Has approval/veto authority over all center administrative policies and decisions not otherwise reserved to the IPB, provost or university president.

The dean's office has been generous in providing recurring College of Science funding to help cover personnel expenses within the center.

### ♣ *Current Dean:* Jeffrey Roberts

## Advisory Boards

CERIAS has two advisory boards. Both boards report to the Executive Director (who is an ex officio member of those boards) and to center management. Both boards are solely advisory in nature.

## External Advisory Board (EAB)

The external advisory board meets at least once a year to provide high-level, management and situational advice to CERIAS management. Members are leaders in industry, government and education, and provide insight based on their experience as leaders and managers. The EAB may also contribute some technical advice on specific issues, but this is not their primary responsibility.

The members of the board can be classified in two categories: sponsor representatives, and sector appointees. Each Tier I and Patron level sponsor may appoint one member to the board, subject to approval of the Executive Director. This appointment is expected to continue so long as the sponsor remains current, although there may be changes in the designated member; when the regularly-appointed member is unable to attend a meeting, a substitute may be designated by the sponsor.

Sector appointees to the EAB are chosen to provide representation and perspective of groups that CERIAS serves but which are unlikely to be represented by sponsors. Appointments are made for renewable 5 year terms, and thus also help provide some continuity on the board. Currently, there are four such appointees (affiliations are shown for identification purposes only – participation of these individuals does not constitute endorsement or participation by their employers):

- ❖ *Government policy-makers*: Dr. Robert Roberts, IDA and STPI, reappointed 2004
- ❖ *Government R&D*: Mr. Tim Grance, NIST, reappointed 2004
- ❖ *State of Indiana Government*: [vacant]
- ❖ *Higher Education*: Dr. Wayne Zage, Ball State University, appointed 2007

## Internal Advisory Board (IAB)

The internal advisory board is composed of 5-10 faculty members chosen from *active* Purdue faculty participants in CERIAS. An attempt is made to pick faculty from across all ranks, and across the many participating academic departments. Appointments are reviewed every other year, and may be renewed. The Executive Director appoints the members of the IAB. Faculty with administrative appointments in the center are *de facto* members of the IAB.

The IAB should meet at least once a semester. The purpose of the IAB is to gather input from other CERIAS faculty and represent their views and needs. This group also helps shape technical directions of the center, provides strategic and tactical planning, and serves as the “leadership on the ground” of the center.

All faculty with Director-level positions in CERIAS are *ex officio* members of the IAB.

The IAB also serves as the graduate committee for the interdisciplinary MS and Ph.D. programs in information security.

- ❖ *Current members, appointed in 2006*:
  - ➔ Professor Bharat Bhargava, CS
  - ➔ Professor Josh Boyd, COMM
  - ➔ Professor Chris Clifton, CS
  - ➔ Professor Ed Delp, ECE
  - ➔ Professor Arif Ghafoor, ECE
  - ➔ Professor James Goldman, CIT
  - ➔ Professor Jackie Rees, MGMT
  - ➔ Professor Mike Atallah, CS; Associate Director of Administration
  - ➔ Professor Elisa Bertino, CS; Director of Research
  - ➔ Professor Melissa Dark, TECH; Associate Director of Educational Programs

➔ Professor Victor Raskin, LING; Associate Director of Graduate Programs

## Administrative Personnel

### Executive Director<sup>1</sup>

This person is appointed from the tenured academic faculty at Purdue by the Internal Policy Board of the center. Appointments are for renewable three-year terms. Generally, this person is a senior faculty member with accomplishments in discovery, learning and engagement.

The Executive Director is responsible for the general operation of CERIAS, with particular emphasis on engagement of faculty and students within the university, and relationship building with companies, other educational institutions and governmental entities outside the university. The Executive Director, or his/her designees, is the primary spokesperson and point of contact for all those wishing to interact with CERIAS.

The Executive Director makes administrative recommendations to the dean. These primarily fall into two classes: budgeting, and staffing issues (hiring, firing, promotions, etc.). The Executive Director has signature authority roughly equal to a department head on minor expenditures and purchases, staff leave requests, reservations of university resources (rooms, cars, etc.), and similar matters; all of these are subject to further approval or denial by the dean or the dean's business office. These are normally pro forma approvals.

The Executive Director is also the titular head of the interdisciplinary degrees program in information security, and has responsibility for that program, subject to review by the Dean of the Graduate School.

There is no additional salary or benefits associated with this position. Traditionally, CERIAS funds have been used to cover some summer salary and/or course buy-out of the Executive Director to work on Center administration.

❖ *Current Executive Director:* Professor Eugene Spafford, CS, reappointed in 2004 for three years

### Director of Research

The Director of Research is appointed by the Internal Policy Board with input from the Executive Director. The Director of Research should be a senior, tenured faculty member at Purdue with a proven record of excellence in research. The term of appointment is indefinite.

This person is responsible for understanding the research capabilities of faculty and staff associated with the center, tracking past and current research associated with the center, and seeking new research opportunities inside and outside the university for all center-affiliated personnel. The Director of Research is responsible for helping to plan research strategy for the center, to present that research and research plans to others internal and external to CERIAS, and to serve as a liaison to other research entities at Purdue and elsewhere (e.g., Purdue labs and centers, and external research groups). The Director of Research should be a resource to faculty exploring new ideas, and seeking research partners and support.

There is no additional salary or benefits associated with this position.

❖ *Current Director of Research:* Professor Elisa Bertino, CS, appointed in 2003

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<sup>1</sup> This position was originally "Director" but was changed to Executive Director in 2003.

## Managing Director

The Managing Director is hired by the dean of the School of Science at the recommendation of the Executive Director. This is normally someone with managerial and technical experience, but not a member of the academic faculty. This is a continuing, senior position that reports to the Executive Director.

The Managing Director is responsible for the day-to-day management of center affairs. This includes crafting policies for center resources, supervising staff, managing resources, tracking budgets, and serving as the administrative contact for university needs.

The Managing Director works closely with the Executive Director in strategic planning, event planning, university outreach, and other activities. The Managing Director has full designated signature authority from the Executive Director for all business-related issues of the center.

❖ *Current Managing Director:* Randy Bond, since 2002

## Associate Director for Administration

This is a senior, tenured member of the Purdue faculty, chosen by the Executive Director, subject to review of the IPB. The term of the AD is open-ended. In the event the position of Executive Director is empty for any reason, the Associate Director for Administration assumes the role of Acting Executive Director. (But see also the AD for Graduate Programs, below.)

The AD for Administration serves as a backup to the Executive Director and Managing Director for all those university duties where a faculty member's presence is required, or where an administrator is required, and where the ED and MD are unavailable or have conflicts requiring their recusal. The AD for Administration has full designated signature authority from the Executive Director for all business-related issues of the center.

There is no additional salary or benefits associated with this position.

❖ *Current Associate Director for Administration:* Professor Mike Atallah, CS, appointed 2000.

## Manager of Corporate Relations<sup>2</sup>

This is a continuing staff position reporting to the Executive Director and Managing Director<sup>3</sup>. This position is normally filled by a non-faculty member with experience in marketing, public relations, or related areas.

This person is responsible for seeking out new funding opportunities for the center, with a focus on new sponsor/partners. As a secondary, minor role this person also helps manage and maintain existing sponsor/partners. The Manager of Corporate Relations also helps center staff with some strategic planning and event planning.

❖ *Current Manager of Corporate Relations:* Joel Rasmus, appointed 2006.

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<sup>2</sup> From 1998 to 2000 this position was entitled Manager of External Relations. From 2000 to 2001, this was the Associate Director for Strategic Relations. From 2001 to 2004, it was the Director of Strategic Relations, and from 2004 to 2006 the position was Manager of Strategic Relations. In 2006 it acquired its current title.

<sup>3</sup> From 1998 to 2006, this position reported to the Executive Director and Managing Director. In 2006, the dean decided that the position should report to the dean's office, and this change was accepted without discussion by the Internal Policy Board at its fall 2006 meeting. At the 2008 EAB meeting the decision was made to revert the position to report to the Executive Director and Managing Director.

### Associate Director for Graduate Programs

This is a senior, tenured member of the Purdue faculty, appointed by the Executive Director with review by the IPB. The position is continuing. In the event the position of Executive Director is empty for any reason, the Associate Director for Graduate Programs assumes the role of acting director of the interdisciplinary degree programs in information security. (C.f. the AD for Administration, above.)

The AD for Graduate Programs is primarily responsible for the management and execution of the interdisciplinary degree programs in information security. The AD is also the center's designated representative to university faculty committees supervising graduate education issues. The AD has full designated signature authority from the Executive Director for all interdisciplinary degree-related issues.

Since 2002, the AD for Graduate Programs has also had full designated authority for the Scholarship for Service program at Purdue; the executive director is the Principal Investigator of that NSF award at Purdue.<sup>4</sup>

There is no additional salary or benefits associated with this position.

❖ *Current Associate Director for Graduate Programs:* Professor Victor Raskin, appointed 2002.

### Associate Director for Educational Programs<sup>5</sup>

This is a tenured member of the Purdue faculty, appointed by the Executive Director with review by the IPB. The position is continuing. This person is expected to have a notable record of accomplishment in education.

The AD for Educational Programs is primarily responsible for helping to craft and direct CERIAS educational programs in both the K-16 range and in community/continuing education. This includes interaction with existing academic programs at Purdue, and with external entities. The AD for Educational Programs is normally the center's representative to outside consortia related to undergraduate education in cyber security and related topics.

There is no additional salary or benefits associated with this position.

❖ *Current Associate Director for Educational Programs:* Professor Melissa Dark, appointed 2002.

### Assistant Directors<sup>6</sup>

These positions (3-5) are tenured members of the Purdue faculty, appointed by the Executive Director with review by the IPB. Associate professors are preferred for these positions, which are normally two year appointments with reappointment possible. Assistant directors are expected to have a strong history of CERIAS involvement, and an interest in leadership.

The Assistant Directors are charged with helping to formulate CERIAS policies, interact with faculty, interact with sponsors and external entities, and help with execution of the strategic plan for the Center.

There may be a small stipend associated with this position.

❖ *Current Assistant Directors:* [vacant].

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<sup>4</sup> The Scholarship for Service grant expires in October 2009. A new grant proposal will be submitted in spring of 2010.

<sup>5</sup> Prior to 2002, this position was two staff positions: a K-12 Coordinator, and a Continuing Education Coordinator.

<sup>6</sup> These positions were created in late 2008, but not filled until 2009.

## End Notes

1. The positions of Managing Director and Manager of Corporate Relations are full-time with salary and benefits paid from CERIAS resources.
2. The position of Executive Director is a faculty position, and a half-time buyout (course reduction) is usually funded from CERIAS resources. This has traditionally been an amount equal to 40% of the academic year salary of the Executive Director.
3. The Associate Directors usually have no funding from CERIAS resources, although occasional travel and computing equipment may be provided.
4. The position of Managing Director was held 1998–2001 by Steve Hare.
5. The positions prior to the current Manager of Corporate Relations were held by Andra Boehning (née, Short) from 1998–2001, by Teresa Bennett 2002–2004, and by Jennifer Kurtz from 2004–2006.
6. The Coordinator of K-12 programs from 2000–2002 was Judy Lewandowski. The Coordinator of Continuing Education was Melissa Dark from 2000–2003.
7. Eugene Spafford was appointed acting director in May 1998, appointed first director in October 1998, reappointed in October 2001, reappointed in October 2004, and again in October 2007.