

# Creating a New Functional Area within IT

(With Flexibility)  
(During COVID-19/WFH)

Applied Learning Project

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# *Description*

Until April 2020, SUNY Geneseo has been without a dedicated IT security resource.

We have addressed the college's IT security needs by drawing from many people – programmers, system and network admins, department chairs, etc.

This approach has been moderately successful for us, but has many drawbacks and limitations – namely, the lack of a well coordinated security operation and the mixed priorities of people with responsibilities aside from security lead to security functions and projects not getting completed.





GENESE0

STATE UNIVERSITY OF NEW YORK

# *Description – Goal*

- Strengthen the IT Security Posture of SUNY Geneseo



strong



strongest



# *Description – Goal*

- Build and formalize a robust and effective functional area within the college's IT department that is focused solely on IT security.
  - Awareness programming
  - Consulting to College Community
  - Operational activities
  - Etc.
- Staff that area with a dedicated professional employee and student employees as necessary.



# A High Performing Team...

Our new security analyst will be a member of many teams. Their addition will change existing team makeup and lead to changes in individual responsibilities. Existing teams may need to rebuild as they change.

Many factors go into building a high performing team:

- Share the vision
- Treat everyone with respect
- Prioritize communication
- Listen to understand, not to respond
- Set achievable goals and celebrate accomplishments
- Encourage professional development
- Manage conflict



# A High Performing Team...

Teams go through stages:

- forming
- storming
- norming
- performing
- reforming

The theory of situational leadership refers to the different types of leadership needed as a team develops and changes over time.



# A High Performing Team...



# Manage Conflict...

Conflict management is both unavoidable and essential!

The opportunities for conflict are countless, as IT security is often seen as something that comes at the expense of convenience and simplicity.

Examples:

Offices are unwilling to adhere to new IT security regulations

People are angry about increased security restrictions

People reject security changes because of “WIIFM”



# Manage Conflict...

Everyone must speak with respect

Use “I” statements

Summarize the conflict

Brainstorm solutions

Eliminate unworkable ideas

Summarize solutions

Agree on next steps

Find and exploit the growth opportunity that is hidden within the conflict



# Applied Learning Criteria

Every point from the *Six Domains of Knowledge* connects directly to this project.

- Know Your Skills
- Know Your Team
- Know Your Clients
- Know Your Institution
- Know Your Context

Construction of a new functional area within the College cannot be successful without deep knowledge in all these areas.



# Applied Learning Criteria

Continuous monitoring, reflection, evaluation, assessment and improvement allow us to bring a new functional role to the college community in a way that adapts to the needs of the community as we begin to really understand the unserved IT security needs of our campus.

This is reflected both in the intentional way our new employee's performance program was developed and in the fact that we expect the role of our security analyst to change over time.



# Academy Outcomes - Impact

The ultimate goal of strengthening our IT security posture impacts everyone in the campus community.

- Individual behaviors must change.
- Office processes must change.
- College policies must change.

Every member of the campus community will be impacted by this new functional area within the IT department.

Concerns will need to be delicately managed. Flexibility will be required from everyone, including IT security.

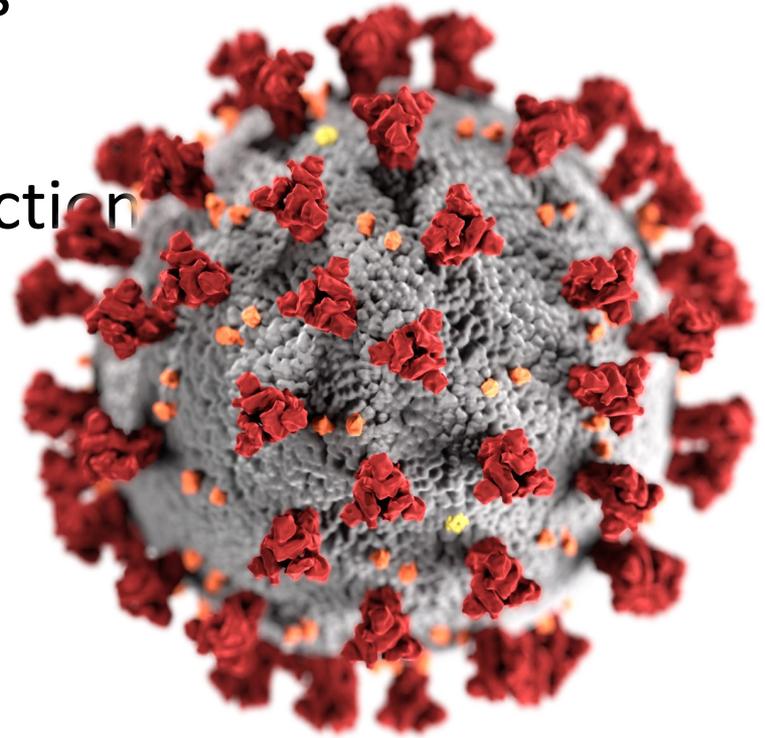


# Unexpected Challenges

COVID-19, of course!

- Increase in unsecure behaviors
- Decrease in productivity
- Unable to do personal introduction
- Communication challenges

Slowing everything down!



# Questions?

