

Headlines: A Year's Worth of Information Governance Failures

Christian Liipfert
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Setting the Stage

- Me
- Sources:
 - *The Wall Street Journal* and
 - www.infogovnuggets.com
 - Slides, audio, and a list of links to headlines are at www.LiipfertConsulting.com/articles





By Christian
Liipfert

These are comments on selected news articles, looking at the intersection and interplay of information, governance, and compliance. I started this in August 2013 for a class I was teaching at Rice University's Jones Graduate School of Business on an introduction to information governance and information management.

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Reliance

[“U.S. Prosecutors to Weigh Criminal Case for McCabe,” The Wall Street Journal, April 20, 2018 A1.](#) The DOJ Inspector General referred the case/matter of former FBI Deputy Director for criminal prosecution over his responses to investigators looking into leaks.

What does it say about the culture of an organization when two of its top officers, both of whom are lawyers, may have lied to federal investigators? And what if that organization's mission is the investigation of crimes?

How much do we rely on institutions and professionals to provide governance and to stand as examples of compliance? Is that reliance justified?



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What does it say about the culture of an organization when two of its top officers, both of whom are lawyers, may have lied to federal investigators? And what if that organization's mission is the investigation of crimes?

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Information Governance

- What is it?
- What's in it?
 - Information
 - Governance
 - Compliance
 - Law
 - Policy
 - Consequences
 - Technology



Biggest Information Governance failures since April 25, 2017

- Facebook
- Parkland
- Equifax
- Uber
- VW
- Wells Fargo
- The Swamp



Facebook

- Cambridge Analytica's use of users' data (likes, friends, etc.) in Trump campaign – March 19
- Issues
 - Ownership of information
 - Controls on use
 - Privacy
 - Oversight
 - At Facebook
 - By Congress
 - Vendors



Facebook

- "Facebook Data Dispute Embroils University of Cambridge," *The Wall Street Journal*, April 16, 2018 B4.
- "Facebook Hearings Put Regulation In Spotlight," *The Wall Street Journal*, April 12, 2018 A1.
- "Zuckerberg Says Sorry for Harm Done," *The Wall Street Journal*, April 10, 2018 B4.
- "Sensing Urgency, Facebook Bolsters User Protections," *The Wall Street Journal*, April 10, 2018 B5.
- "Facebook Sets 'Issue' Ads Rule," *The Wall Street Journal*, April 7, 2018 A1.
- "Facebook CEO: Lax Privacy a 'Huge Mistake,'" *The Wall Street Journal*, April 5, 2018 A1.
- "U.S., States Step Up Pressure on Facebook," *The Wall Street Journal*, March 27, 2018 A1. (FTC and 37 states launch inquiry over privacy practices).
- "Facebook and Google Confront Antagonism of Big Advertisers," *The Wall Street Journal*, March 26, 2018 A1. (Advertisers drop ads, request more accurate data on views.)
- "Delete Facebook, Or Take a Break: Step by Step," *The Wall Street Journal*, March 24, 2018 A13. (How-to guide in the paper.)
- "Facebook Pledges Actions To Stem Advertiser Exits," *The Wall Street Journal*, March 24, 2018 A1.
- "Angry Users Are Threat to Facebook," *The Wall Street Journal*, March 23, 2018 B1.
- "Facebook Breaks Its Silence, Admits to 'Mistakes,'" *The Wall Street Journal*, March 22, 2018 A1.
- "Lax Data Policies Haunt Facebook," *The Wall Street Journal*, March 21, 2018 A1.
- "Data Blowback Pummels Facebook," *The Wall Street Journal*, March 20, 2018 A1.
- "Facebook Provokes Storm Over User Data," *The Wall Street Journal*, March 19, 2018 B1.



Parkland

- Shooting at school in Florida February 15
- Issue
 - Failure to act on information



Parkland

- “Missed Warnings in the Florida School Shooting,” *The Wall Street Journal*, February 16, 2018 A1.
- “FBI Didn’t Follow Up Tip By Person Close to Shooter,” *The Wall Street Journal*, February 17, 2018 A1.(Parkland shooter hotline tips and other warnings).
- “‘I Know He’s Going to Explode,’” *The Wall Street Journal*, February 24, 2018 A1. (Reports to FBI tip line and others).



Equifax

- September 8
- Hack of credit reporting company affects ~150 million accounts
- Subsequent reports of additional information accessed
- Issues:
 - Delayed reporting
 - Clawback of salaries
 - Impact on directors
 - Legislative responses
 - Investigative responses



Equifax (1 of 2)

- "ISS Opposes Five Equifax Directors," *The Wall Street Journal*, April 17, 2018 B2.
- "Adviser Urges Shift On Board Of Equifax," *The Wall Street Journal*, April 12, 2018 B10.
- "Equifax Reveals Huge Breach," *The Wall Street Journal*, September 8, 2017 A1. (143 million accounts hacked, exposing customers' names, Social Security numbers, birth dates and addresses)
- "Banks Weigh Shift From Equifax," *The Wall Street Journal*, September 13, 2017 B14. (Clients of Equifax look to transfer to Equifax's competitors.)
- "Two Equifax Officials Exit," *The Wall Street Journal*, September 16, 2017 B1. (Chief Information Officer and chief security officer leave company.)
- "Equifax Hackers Spied for Months," *The Wall Street Journal*, September 21, 2017 A1. (Breach occurred in March and not discovered until July; not disclosed until September.)
- "Equifax Board Weighs Clawbacks," *The Wall Street Journal*, September 30, 2017 B3. (Board discusses clawbacks of compensation from senior officers.)
- "Equifax Lawyer in Hot Seat," *The Wall Street Journal*, October 2, 2017 A1. (Company's top lawyers being investigated by Board for approving stock sales by executives before the breach was disclosed.)
- "Equifax Ex-CEO Lays Out Lapses," *The Wall Street Journal*, October 3, 2017 B1. (Staff missed signs of hack.)
- "Lawmakers Slam the Ex-CEO Of Equifax," *The Wall Street Journal*, October 4, 2017 B1. (Former CEO says he and other executives weren't aware of significance of hack for weeks after discovery.)
- "Senators Rap Credit-Reporting Model," *The Wall Street Journal*, October 5, 2017 B1. (Can consumers control how their data is used?)
- "Equifax Timeline Criticized," *The Wall Street Journal*, October 6, 2017 B10. (More testimony from ex-CEO about timeline surrounding breach of 145.5 million accounts.)



Equifax (2 of 2)

- “After Breach, SSN Reliance Is Criticized,” *The Wall Street Journal*, October 7, 2017 A4. (Government looking to reduce use of Social Security Numbers following Equifax hack.)
- “Index Firm Flagged Equifax for Security,” *The Wall Street Journal*, October 7, 2017 B9. (Equifax weakness identified by financial company six months before hack.)
- “Equifax Probes Possible New Breach,” *The Wall Street Journal*, October 13, 2017 B1. (Software provided by vendor may have posed new threat after hack.)
- “GOP Bill Would Boost Checks on Credit Firms,” *The Wall Street Journal*, October 13, 2017 B10. (Congress wants to impose more control over credit-reporting firms.)
- “After Equifax, a New Way Forward,” *The Wall Street Journal*, October 17, 2017 B4. (People look to replace Social Security Numbers as the key to credit reports.)
- “States Quiz Equifax on Disclosure,” *The Wall Street Journal*, October 30, 2017 B1. (Five states investigate why Equifax delayed notifying public of the hack.)
- “Equifax Clears Four Executives,” *The Wall Street Journal*, November 4, 2017 B8. (Senior executives who sold stock right before hack was disclosed did not know of the hack, Board investigation finds.)
- “Equifax Denies Breach Of Passport Numbers,” *The Wall Street Journal*, February 8, 2018 B10. (Senator Warren says hack included passport numbers; company denies it.)
- “Equifax Data Breach Hits Over 147 Million,” *The Wall Street Journal*, March 2, 2018 B3. (Additional names and driver’s license numbers.)



Uber

- Allegations that Uber hired an ex-Google employee to get self-driving car technology
- Uses special app to “greyball” government investigators
- Delayed reporting of hack of 57 million accounts
- Allegations of unit to steal trade secrets
- Issues:
 - Hiring employees from competitors
 - Hiding information from regulators
 - Unfair competition
 - Intellectual property



Uber (1 of 2)

- “Uber’s ‘Greyball’ Draws U.S. Scrutiny,” *The Wall Street Journal*, May 5, 2017 B1.(Uber uses a special app to deceive government officials.)
- “Uber Threatens to Ax Executive,” *The Wall Street Journal*, May 20, 2017 B3. (Uber threatens to fire engineer hired from Google if he doesn’t cooperate in discovery in lawsuit.)
- “Uber Fires Executive At Center Of Suit,” *The Wall Street Journal*, May 31, 2017 A1. Uber fires engineer who doesn’t cooperate with discovery in lawsuit.)
- “Uber Fires Over 20 In Wake Of Probe,” *The Wall Street Journal*, June 7, 2017 B1.(Sexual harassment investigation leads to firing of more than 20.)
- “Uber Knowingly Leased Unsafe Cars to Drivers,” *The Wall Street Journal*, August 4, 2017 A1. (Uber hid the recall history of cars it leased to drivers.)
- “Kalanick Critic Stirs the Pot,” *The Wall Street Journal*, August 15, 2017 B1. (former CEO disrupting search for replacement)
- “Key Filing Made in Battle Between Alphabet, Uber,” *The Wall Street Journal*, October 2, 2017 B3. (Former Google engineer took Google emails with him to Uber.)
- “Uber CEO Knew of Hack for Months,” *The Wall Street Journal*, November 24, 2017 A1. (Hack affecting 57 million user accounts happened in October 2016; new CEO knew of it in September. Not disclosed to public until November.)



Uber (2 of 2)

- “Chicago Sues Uber For Lag in Reporting Data Hack,” *The Wall Street Journal*, November 28, 2017 B4. (States files lawsuit over delay in disclosure of breach of 57 million accounts.)
- “Uber Formed Covert Unit to Steal Trade Secrets, Ex-Employee Says,” *The Wall Street Journal*, November 29, 2017 A1. (Unit allegedly formed to hide trade secret theft from regulators.)
- “Security Shake-Up At Uber,” *The Wall Street Journal*, December 4, 2017 B4. (Three security team members resign after scandal over team established to steal trade secrets and the hack of 57 million customer accounts.)
- “Uber Settles Trade-Secrets Case,” *The Wall Street Journal*, February 10, 2018 B1. (Uber settles trade secret case with Google for about \$245 million in stock.)





- Use of software to defeat emissions testing
- >\$30 billion in costs
- Issues
 - Hiding information from regulators
 - Cost of investigation
 - Impact on Board, industry
 - Related vendors
 - Criminal liability





- “Porsche Executive is Arrested,” *The Wall Street Journal*, April 21, 2018 B6. (Senior officer arrested, board member investigated.)
- “VW Picks Chief After Boardroom Coup,” *The Wall Street Journal*, April 13, 2018 B1.
- “Volkswagen Prepares to Replace CEO, *The Wall Street Journal*, April 11, 2018 B1.
- “Inquiry Targets Volkswagen CEO,” *The Wall Street Journal*, May 18, 2017 B1. (Prosecutors ask whether senior executives made adequate disclosure.)
- “Ex-VW Official to Stay in Jail,” *The Wall Street Journal*, May 26, 2017 B3. (Former compliance officer kept in jail pending trial.)
- “Volkswagen Faced With New Legal Woes,” *The Wall Street Journal*, August 1, 2017 B3. (Fraud charges recommended against two officials.)
- “Ex-VW Official Admits Role in Emissions Cheating,” *The Wall Street Journal*, August 5, 2017 B3. (Compliance officer pleads guilty.)
- “Arrest Made in German VW Probe,” *The Wall Street Journal*, September 29, 2017 B1. (Former engine chief arrested.)
- “Volkswagen Adds to Diesel Costs,” *The Wall Street Journal*, September 30, 2017 B2. (Costs now approach \$30 billion.)
- “VW Manager Sentenced in Fraud,” *The Wall Street Journal*, December 7, 2017 B2. (Seven years in prison and \$400K fine.)
- “U.S. Probes Supplier to VW,” *The Wall Street Journal*, February 1, 2018 B2. (Supplier in plea negotiations.)



Wells Fargo

- Account and card cramming at bank
- \$185 million fine September 2016
- Issues:
 - Failure to supervise
 - Culture
 - Other units
 - Increased government supervision
 - Directors



Wells Fargo

- "Wells Fargo Directors Face Shareholders' Ire," *The Wall Street Journal*, April 26, 2017 A1. (Directors reelected, but by slim margin.)
- "Wells Investigated Whether Executives Steered Business," *The Wall Street Journal*, May 11, 2017 B10. (Senior executives investigated for account steering.)
- "Warren Keeps Pressure on Wells," *The Wall Street Journal*, June 20, 2017 B10. (Sen. Warren wants Fed to remove Wells directors who served during the recent troubles and failed to prevent the account cramming.)
- "Wells Fargo Shake-Up Imperils Chairman," *The Wall Street Journal*, August 11, 2017 B1. (Chairman likely to step down.)
- "Wells Chief Defends Bank Amid Grilling," *The Wall Street Journal*, October 4, 2017 B14. (CEO grilled by Sen. Warren.)
- "Wells Fargo to Pay \$3.4 Million Over Advisers' Flub," *The Wall Street Journal*, October 17, 2017 B10. (FINRA fines Wells for recommending volatile exchange-traded products.)
- "Wells Fargo Fires Four Amid Probe of Currency Business," *The Wall Street Journal*, October 21, 2017 A1. (Foreign exchange brokers fired in new scandal.)
- "Wells Fargo Fires A Top Official," *The Wall Street Journal*, November 18, 2017 B1. (Head of consumer lending fired after making derogatory comments to a subordinate about regulators.)
- "Wells Fargo Bankers, Chasing Bonuses, Overcharged Clients," *The Wall Street Journal*, November 28, 2017 A1. (Customers overcharged for foreign exchange trades.)
- "Wells Fargo Gets New Warning," *The Wall Street Journal*, November 30, 2017 B1. (Stern warning issued by Comptroller of Currency.)
- "Wells Fargo Earns New Ire From Bank's Overseers," *The Wall Street Journal*, January 6, 2018 B10. (Bank given lower grades for the management component on a government rating system.)
- "Fed Limits Wells Fargo Growth, Replaces Directors," *The Wall Street Journal*, February 3, 2018 A1. (Four Board members replaced by Fed.)
- "Wells Errs in Bid to Make Amends," *The Wall Street Journal*, February 12, 2018 B1. (Vendor messed up notices to customers who were harmed.)
- "Wells Wealth Business Under Fire," *The Wall Street Journal*, March 2, 2018 B1. (Whistleblower reports.)
- "Wells Nears \$1 Billion Settlement," *The Wall Street Journal*, April 20, 2018 B1.



The Swamp

- Various malfeasance/non-feasance at the government level
- Clinton email scandal/matter/investigation
 - Private server
 - Subpoena followed by destruction
 - July 5, 2016
- Trump transition emails
- Mueller investigation; who governs?
- Strzok/Page texting
- FBI Officials lying
- Comey leaks; “Comey’s” memos
- Nunes/Schiff memos re FISA dossier



The Swamp

- "Comey's Handling of Memos Is Investigated," The Wall Street Journal, April 21, 2018 A1.
- "U.S. Prosecutors to Weigh Criminal Case for McCabe," The Wall Street Journal, April 20, 2018 A1.
- "Fired FBI No.2 McCabe Misled Probe, Report Says," The Wall Street Journal, April 14, 2018 A1.
- "FBI Holds Memos for Now," The Wall Street Journal, May 26, 2017 A4. (Memos James Comey wrote on FBI computer in the course of his business duties leaked to news media.)
- "The 'Close Friend' Behind Memo Leak," The Wall Street Journal, June 9, 2017 A4. (Law professor who routed Comey's leaked memo to press.)
- "Lawyer Presses Mueller on Emails," The Wall Street Journal, December 18, 2017 A4. (Can Mueller access Trump Transition Team emails held on GSA servers?)
- "Comey Originally Tougher On Clinton, The Wall Street Journal, November 7, 2017 A5 (early drafts)
- "Army Didn't Submit Convictions," The Wall Street Journal, November 16, 2017 A3. (And the Air Force didn't submit the records on the Texas church massacre shooter)
- "Inside the FBI Life of Peter Strzok and Lisa Page, as Told in Their Text Messages," The Wall Street Journal, February 2, 2018 (online).(Inappropriate texts between FBI agent and his paramour at the Bureau.)
- "Trump Shared Secrets With Russians," The Wall Street Journal, May 16, 2016 A1.(Trump reveals intelligence, but not sources or methods.)
- "Putin Says Trump Divulged No Secrets," The Wall Street Journal, May 18, 2017 A6. (Agrees to release transcript of meeting.)
- "Fake Public Comments On New Rules Probed," The Wall Street Journal, January 25, 2018 A3. (Comments on net neutrality.)



Buckets of Headlines

- Information
- Governance
- Compliance
 - Law
 - Policy
- Consequences for non-compliance
- Technology (including Security and Hacks)



Information Buckets

- What is it?
- Who owns it?
- Where is it? In whose possession?
- Who knows what? Whom?
- Claims, opinions, labels?
- Truth or falsity
- Using it?
- Not using it?
- Unintended use
- Misuse
- Source?
- Value? To whom?
- Drafts
- Corporate political donations
- Freedom of speech ain't free
- Quality/inspections data
- What do you/don't you track?



Information (1 of 2)

- "GM Scraps a Standard in Sales Reporting," *The Wall Street Journal*, April 3, 2018 B1. (Discontinued publishing metric.)
- "Oracle Defeats Google In Court," *The Wall Street Journal*, March 28, 2018 B1. (Copyright infringement case revived; \$9+ billion claim.)
- "Disney Sued Over Films' Visual Effects," *The Wall Street Journal*, July 18, 2017 B3. (facial-capture technology in "Beauty and The Beast")
- "LinkedIn Suffers Defeat in Data Case," *The Wall Street Journal*, August 15, 2017 B3. (Scraping okay from public LinkedIn profiles)
- "Qualcomm Draws Fine in Taiwan," *The Wall Street Journal*, October 12, 2017 B5. (\$733 million fine for licensing practices)
- "Lawyer Presses Mueller on Emails," *The Wall Street Journal*, December 18, 2017 A4. (Who can provide access Transition Team emails stored on GSA servers?)
- "Pension Snafu Hits MetLife Results," *The Wall Street Journal*, January 30, 2018 B1. (Reserves increased by \$525 million after company loses track of retirees)
- "Beijing Places Curbs On Online New Portals," *The Wall Street Journal*, May 3, 2017 B4. (Top editor must be a Chinese citizen).
- "Inmates Targeting Informants," *The Wall Street Journal*, June 21, 2017 A3. (Snitches revealed through search of court files).
- "Lawmaker Asks SEC To Delay Trade Log," *The Wall Street Journal*, October 5, 2017 B12. (Consolidated Audit Trail is target for hacks; is it secure?).
- "Berkshire Faces Pressure Over Political Disclosure," *The Wall Street Journal*, May 3, 2017 B5. (Shareholder proposal to force disclosure of company's political contributions).
- "Fake Public Comments On New Rules Probed," *The Wall Street Journal*, January 25, 2018 A3. (Comments on net neutrality may be bogus).
- "Apple Eases Its Grip in Chinese Data," *The Wall Street Journal*, July 13, 2017 B3. (Data for China cloud customers now stored on a government-owned company).
- "Big Prize for Amazon: Shopper Data," *The Wall Street Journal*, June 21, 2017 B5. (What was really bought? A bunch of stores or access to information?)
- "Family Ties Are Probed At the Border," *The Wall Street Journal*, March 3, 2018 A3. (Do you know your daughter's birthday?)
- "Ultrafast Opens to the Masses," *The Wall Street Journal*, March 24, 2018 B5. (High-frequency trading technology for the muggles).



Information (2 of 2)

- "A Band Of Junk Clutters Space," *The Wall Street Journal*, September 13, 2017 A1. (Who keeps track of 20,000+ orbiting objects?)
- "U.S. Sues Chrysler Over Emissions Tests," *The Wall Street Journal*, May 24, 2017 B1. (Emissions-test-defeating software)
- "Senator Presses for Disclosure Of Hospital Inspections," *The Wall Street Journal*, September 20, 2017 A2. (finding violations doesn't lead to loss of accreditation).
- "Suspect Metal Rattles Car Makers," *The Wall Street Journal*, October 12, 2017 B1. (Steel vendor faked quality tests)
- "In a First, U.S. Firms Reveal Workers' Pay Gap With CEO," *The Wall Street Journal*, March 12, 2018 A1. (Comparisons of salaries.)
- "The Mariners; Big Data Experiment," *The Wall Street Journal*, March 27, 2018 A14. (Shortstop to outfield).



Governance Bucket

- Governance generally
 - Who's in charge?
 - Who makes the rules?
 - Who enforces the rules?
 - Laws v. policies
 - Who establishes/influences the culture?
- Governance wrt information
- What controls do you have in place?
- What do you store?
- How and where is it stored?
- How do you protect?
- How do you destroy?
- How do you discover/deal with noncompliance?
- Violations at the top



Governance (1 of 2)

- "SunTrust Sees Risk of Breach," The Wall Street Journal, April 21, 2018 B3. (Employee steals information on 1.5 million customers.)
- "EU Calls for Access To Foreign Servers," The Wall Street Journal, April 18, 2018 A7. (Access by "national law enforcement" to servers).
- "China's Censors Zero In on Apps," The Wall Street Journal, April 12, 2018 B4. (Government expands controls.)
- "YouTube Policies Stir Bitterness," The Wall Street Journal, April 6, 2018 B1. (Did policies lead to shootings at HQ?)
- "Wedbush Accused Of Flawed Oversight," The Wall Street Journal, March 28, 2018 B12. (SEC charges failure to supervise employee.)
- "Malaysia Aims at 'Fake News,'" The Wall Street Journal, March 27, 2018 A6. (Will fake news lead to to 10-year prison term?)
- "U.S. Authorities Can Access Data Stored Overseas," The Wall Street Journal, March 24, 2018 A6. (Warrants can now require US tech companies to produce their customers' information held on cloud servers outside the US).
- "YouTube Clamps Down on Gun Videos," The Wall Street Journal, March 22, 2018 A4. (Can YouTube restrict what legal content users can post?)
- "Group to Tighten Web Privacy Rules," The Wall Street Journal, March 16, 2018 B4. (ICANN restricts distribution of website ownership information.)
- "Nike No. 2 Executive Quits Amid Complaints," The Wall Street Journal, March 16, 2018 B1. (Inappropriate conduct.)
- "Fight Over Student Loans Intensifies," The Wall Street Journal, March 10, 2018 A4. (Who controls collection of student loans, Feds or States?)
- "Disney Rebuffed Over Pay For CEO," The Wall Street Journal, March 9, 2018 B1. (Shareholders fail to endorse CEO pay package.)
- "KPMG Scandals Stay Local," The Wall Street Journal, March 8, 2018 B10. (Do the mistakes at international offices affect the brand?)
- "Marriott Firing Tied To Tweet Over Tibet," The Wall Street Journal, March 5, 2018 B1. (Employee likes tweet about Tibet; China responds).
- "Justices to Hear Microsoft Case on Email Storage," The Wall Street Journal, February 27, 2018 B4. (Access to information stored overseas.)



Governance (2 of 2)

- “More Firings at BofA Amid Misconduct Claim,” *The Wall Street Journal*, March 1, 2018 B1. (Investigation of sexual harassment.)
- “Barclays Chairman Backs CEO Amid Shareholder Calls for Firing,” *The Wall Street Journal*, May 11, 2017 B3. (Chairman backs CEO even after CEO’s attempt to unmask whistleblower and after overbilling scandal.)
- “Fed Looks To Ease Curbs on Directors,” *The Wall Street Journal*, August 4, 2017 B10. (Fed proposes less controls on directors at banks).
- “Theranos Directors Missed Red Flags,” *The Wall Street Journal*, May 31, 2017 B1. (Directors knew little or nothing about company’s blood testing technology).
- “Did You Watch the NFL?” *The Wall Street Journal*, October 2, 2017 A16. (Lose of viewership attributable to National Anthem protests by players).
- “Big Pay Day for Mylan Chairman,” *The Wall Street Journal*, May 3, 2017 B3. (\$100 million bonus).
- “Mylan Settles U.S. Claims on EpiPen,” *The Wall Street Journal*, August 18, 2017 B5. (\$465 million settlement for classifying EpiPen as generic).
- “GE Board in Dark on CEO’s Use of Extra Jet,” *The Wall Street Journal*, October 30, 2017 B1. (CEO’s jet was followed by a spare jet for years; CEO says he didn’t know; complaint raised years previously).
- “Disney Producer’s Behavior Criticized,” *The Wall Street Journal*, February 22, 2018 B1. (Harsh behavior allowed for a superstar producer).
- “Battle at CFPB Rages On,” *The Wall Street Journal*, December 4, 2017 B9.



Compliance Bucket

- Duty
 - Violating law
 - Violating policy
- Whose rules apply?
- Consequences of non-compliance
- Disclosure
- Non-disclosure
- Cover-ups
 - Delayed report of hacks
- IP and Trade secrets
- Selling stock when you know of hack
- Whistleblowers
- Cheating
- Can you limit what employees say?



Compliance (1 of 2)

- "WPP's Sorrell Faces Probe," *The Wall Street Journal*, April 4, 2018 B1. (CEO accused of misusing assets.)
- "Texas Measure Targets Improper Teachers," *The Wall Street Journal*, May 22, 2017 A3. (Criminal offense for school administrators who fail to report inappropriate relationships between teachers and students.)
- "FCC Won't Move Against Colbert for Crude Remarks," *The Wall Street Journal*, May 24, 2017 A3. (Obscene remarks not subject to a fine.)
- "Pakistan Investigates Social-Media Critics of Its Military," *The Wall Street Journal*, May 24, 2017 A8. (Social media posts by military critics investigated.)
- "Caterpillar Faces New Questions in Probe," *The Wall Street Journal*, July 3, 2017 B1. (Failure to file export documents,)
- "Local Council Suspected in London Fire," *The Wall Street Journal*, July 28, 2017 A16. (Building cladding.)
- "Insider Charge for Ex-BofA Staffer," *The Wall Street Journal*, August 17, 2017 B1. (Information technology consultant accesses deal database.)
- "China Put Investment Controls In Writing," *The Wall Street Journal*, August 19, 2017 A1. (Controls on foreign investment by Chinese companies.)
- "Shareholders Sue More Frequently," *The Wall Street Journal*, August 22, 2017 B1. (A record high number of securities class actions in first six months of the year.)
- "Jumio Estate Sues Ex-Chiefs Over Financial Statements," *The Wall Street Journal*, September 6, 2017 B5. (Bankruptcy estate sues former executives.)
- "HSBC Is Slapped With Big Fine by Fed," *The Wall Street Journal*, September 30, 2017 B9. (\$175 million for failure to supervise foreign exchange traders who misused client information.)
- "Indonesia Scrutinizes U.K. Bank's Clients," *The Wall Street Journal*, October 11, 2017 B16. (Indonesia look at bank records of accounts transferred just before tax reporting agreement takes effect.)
- "NFL Eyes Rules During National Anthem," *The Wall Street Journal*, October 11, 2017 A3. (Can you control your employees' speech?)
- "EU Officials Raid BMW's Headquarters," *The Wall Street Journal*, October 21, 2017 B2. (Investigation into emissions numbers.)



Compliance (2 of 2)

- “Gitmo General Is Released,” *The Wall Street Journal*, November 4, 2017 A5. (General put in brig for allowing civilian lawyers to resign after government secretly recorded conversations with attorneys.)
- “SEC Watchdog Faces Complaints,” *The Wall Street Journal*, November 13, 2017 B9. (SEC Inspector General accused of retaliating against employees in his office who complained about misconduct.)
- “Army Didn’t Submit Convictions,” *The Wall Street Journal*, November 16, 2017 A3. (Army failed to add 20% of convictions to Federal database restriction gun sales.)
- “Whistleblower Alert Scrutinized,” *The Wall Street Journal*, November 24, 2017 B6. (No action on alert, and then a big deal)
- “HSBC Set Free of Deferred-Prosecution Pact,” *The Wall Street Journal*, December 12, 2017 B10. (5-year deal allowed HSBC to avoid criminal conviction.)
- “Investors Turn to ‘Drive By’ Home Appraisals, Adding Risk,” *The Wall Street Journal*, January 22, 2018 A1. (Cheaper method adds more risk to security portfolios, again.)
- “U.S. Bancorp Is Charged, Fined in Laundering Case,” *The Wall Street Journal*, February 16, 2018 B2. (\$163 million fine for poor anti-money laundering controls.)
- “Justices to Hear Microsoft Case on Email Storage,” *The Wall Street Journal*, February 27, 2018 B4. (Can these be accessed if overseas?)
- “BofA to Pay Fine Over ‘Marking’ of Trades,” *The Wall Street Journal*, March 24, 2018 B10. (\$42 million fine for hiding how clients’ trades were made).
- “Insider Trade Alleged After Equifax Breach,” *The Wall Street Journal*, March 15, 2018 B1. (CIO of subsidiary indicted.)



Consequences Bucket

- Government investigations
 - Settlements
 - Fines
 - Independent monitor
 - Indictment
 - Jail
- News stories
- Suits
- Reputation
- Loss of customers
- Loss of stock value (consequences for shareholders)
- Clawbacks
- Loss of job
- CEO removed
- Directors removed
- Politicians get involved; pass new laws/regulations
- Insurance premiums go up



Consequences (1 of 2)

- “Journal Reporter Fired Over Ethics,” The Wall Street Journal, June 22, 2017 A2. (Reporter fired after he is not truthful in investigation into his contacts with a business source.)
- “CEO Quits Embattled Firm,” The Wall Street Journal, September 16, 2017 B2. (CEO of Sofi quits after allegations of improper conduct.)
- “Compliance Officer To Leave Barclays,” The Wall Street Journal, September 16, 2017 B1. (Resigns after settling an employment matter; may or may not relate to CEO’s attempt to find out who blew the whistle.)
- “Steinhoff’s CEO Resigns Amid Accounting Probe,” The Wall Street Journal December 7, 2017 B3. (South African owner of US mattress firm leaves during accounting investigation.)
- “MetLife Pension-Benefits Executive to Retire,” The Wall Street Journal, February 27, 2018 B10. (Executive who ran unit that discontinued payments to >13,000 retirees.)
- “Fund Firm Fires Boss in Purge,” The Wall Street Journal, May 2, 2017 B1. (CEO and 9 directors canned; reasons unclear.)
- “Another Fox News Executive Departs,” The Wall Street Journal, May 2, 2017 B1. (Co-president resigns amid sexual harassment investigations.)
- “Molina Healthcare Replaces Top 2 Executives,” The Wall Street Journal, May 3, 2017 B3. (Two executives (sons of the founder) removed after poor financial performance. They remain on the board.)



Consequences (2 of 2)

- “Ex-Dewey CFO Convicted of Fraud,” *The Wall Street Journal*, May 9, 2017 B6. (CFO of law firm convicted for hiding firm’s failing financial condition.)
- “High-Ranking Chinese Regulator Faces Probe,” *The Wall Street Journal*, May 24, 2017 B14. (Assistant chairman of the China Banking Regulatory Commission fired for breaking the rules.)
- “Leader of Brazil’s JBS Steps Down,” *The Wall Street Journal*, May 27, 2017 B1. CEO resigns after bribe allegations surface.)
- “Two Plead Guilty in Insys Cases,” *The Wall Street Journal*, July 12, 2017 B3. (Kickbacks in connection with fentanyl prescriptions; one of the defendants is married to the former CEO.)
- “Ex-Fiat Executive Is Charged,” *The Wall Street Journal*, July 27, 2017 B3. (Head of labor relations took kickbacks, allegedly.)
- “Former Coal CEO’s Appeal Turned Down,” *The Wall Street Journal*, October 11, 2017 A4. (CEO of coal company convicted for safety violations that led to mine explosion, killing 29.)
- “Jury Finds Kansas City Executive Guilty in Loan Scheme,” *The Wall Street Journal*, October 14, 2017 A3. (Racketeering in payday lending scheme.)
- “Former KPMG Executives Charged,” *The Wall Street Journal*, January 23, 2018 B1. (Six auditors accused of scheme to get confidential governmental information about upcoming audits.)
- “MetLife Pension-Benefits Executive to Retire,” *The Wall Street Journal*, February 27, 2018 B10. (The firm failed to pay retirees who it had misplaced.)



Technology (including Security and Hacks) Bucket

- Hackers
- Leakers
- Privacy
- New technologies
- New uses of technologies



Security/Hacks/Technology (1 of 6)

- "Probe Focuses on Cellphone IDs," The Wall Street Journal, April 21, 2018 B1. (Keeping your phone number when changing carriers.)
- "Police Want to Send AI Into the Street," The Wall Street Journal, April 4, 2018 A3. (Body cameras to capture other data?)
- "The Mariners; Big Data Experiment," The Wall Street Journal, March 27, 2018 A14. (Use of data in sports decisions).
- "Blockchain Has Power to Transform," The Wall Street Journal, March 12, 2018 B4. (How will information be tracked?)
- "NYSE to Settle With SEC Over Malfunctions," The Wall Street Journal, March 7, 2018 B15. (\$14 million fine for not preventing system outages.)
- "You're Being Tracked, and Hackers Loom," The Wall Street Journal, March 5, 2018 B1. (Who owns information about where you are?)
- "Overstock.com Shares Fall on Crypto Probe," The Wall Street Journal, March 2, 2018 B10. (5% drop in stock value.)
- "German Government Network Was Breached," The Wall Street Journal, March 1, 2018 A9. (Multiple ministries breached.)
- "Exchanges Warn Of Hacking Risks," The Wall Street Journal, September 16, 2017 B11. (Market data database.)
- "SEC Discloses EDGAR Corporate Filing System Was Hacked in 2016," The Wall Street Journal, September 21, 2017 A1. (SEC discloses a year after the event.)
- "Yahoo's Hack Hit Swells to 3 Billion Accounts," The Wall Street Journal, October 4, 2017 A1. (2013 hack exposed three times as many accounts as Yahoo estimated last year.)
- "Russia Targets NATO Soldiers in Phone Hack," The Wall Street Journal, October 5, 2017 A1. (Attempts to geolocate troops.)
- "North Korea Hackers Stole War Plan," The Wall Street Journal, October 11, 2017 A10. (Seoul's defense system hacked, disclosing joint Korean-US war plans.)
- "Russia Modifies Software to Spy," The Wall Street Journal, October 12, 2017 A1. (Kaspersky antivirus modified to espionage tool.)



Security/Hacks/Technology (2 of 6)

- "Internet Connection Enabled Seoul Hack," The Wall Street Journal, October 12, 2017 A12. (Connecting to internet exposed computer.)
- "New York Investigates Deloitte Cyberbreach," The Wall Street Journal, October 13, 2017 B10. (NY AG investigates cyberbreach.)
- "Australia Hack Nets Data on U.S. Arms," The Wall Street Journal, October 13, 2017 A6. (Australian defense contractor gets hacked, exposing data on US weapons systems.)
- "Pacemaker Fix Against Hackers Raises New Fears," The Wall Street Journal, October 21, 2017 B4. (Software fix may cause units to fail.)
- "Hackers Target Schools," The Wall Street Journal, October 24, 2017 A3. (Hackers target student data; sometimes, ransomware.)
- "Three From China Indicted in Cyberattacks," The Wall Street Journal, November 28, 2017 B4. (\$800 million loss; potentially \$5 billion in fines)
- "PayPal Discloses Breach At Its TIO Unit," The Wall Street Journal, December 2, 2017 B11. (1.6 million accounts exposed.)
- "Hack of Saudi Plant Targeted Safety System," The Wall Street Journal, January 19, 2018 B4. (Hack of emergency shut-off system at petrochemical plant.)
- "Hackers Plunder Crypto Exchange," The Wall Street Journal, January 27, 2018 B5. (Hack nets ~\$530 million from cryptocurrency exchange.)



Security/Hacks/Technology (3 of 6)

- “Currency Trading Data Hint at Leaks in U.K.,” *The Wall Street Journal*, April 27, 2017 B1.(Patterns in currency trading activity suggests the UK has a leak of statistics.)
- “Trump Shared Secrets With Russians,” *The Wall Street Journal*, May 16, 2016 A1.(Did this involve sources or methods?)
- “Putin Says Trump Divulged No Secrets,” *The Wall Street Journal*, May 18, 2017 A6. (Putin says Russian foreign minister didn’t forward any information to Russia.)
- “Contractor Charged in Leak,” *The Wall Street Journal*, June 6, 2017 A4. (Government contractor (Reality Winner) removed classified material from secure facility.)
- “Goldman, Citi Bosses Duped by Email Prankster,” *The Wall Street Journal*, June 13, 2017 B11. (Emails and tweets spoofed.)
- “Data on 198 Million Votes Exposed Online,” *The Wall Street Journal*, June 20, 2017 A4.(Data compiled by Republican political consulting firm left unprotected online.)
- “Industrial Espionage Cases Soar In U.S.,” *The Wall Street Journal*, September 20, 2019 A1. (Employee nabs after-hours economic spy.)
- “Firm Faces Scrutiny Following NSA Hack,” *The Wall Street Journal*, October 7, 2017 A4. (Kaspersky looked at as possible source of hack at NSA.)
- “YouTuber says Apple engineer father fired over her viral iPhone video,” *New York Daily News*, October 29, 2017. (Teenager posts video of father’s iPhoneX.)
- “Apple Puts iCloud Keys in China,” *The Wall Street Journal*, February 26, 2018 B1.(iCloud keys for Chinese accounts to be kept on partner’s servers, in China.)
- “In Cyberwar, Spies May Be Targets,” *The Wall Street Journal*, May 25, 2017 B4. (Ransomware hackers may be disclosing names of NSA employees.)



Security/Hacks/Technology (4 of 6)

- “Russian Firm Was Long Seen as Threat,” *The Wall Street Journal*, November 18, 2017 A2. (Kaspersky)
- “Faux Ransomware Does Damage,” *The Wall Street Journal*, June 30, 2017 B3. (May not be trying to steal money, just disrupt business.)
- “Malware Leaves Big Law Firm Hobbled,” *The Wall Street Journal*, June 30, 2017 B3. (Ransomware hits DLA Piper, shutting down activity for days.)
- “Hospital Is Forced To Scrap Computers,” *The Wall Street Journal*, June 30, 2017 B3. (Ransomware attack forces hospital to replace entire system.)
- “GM Hires Famed Jeep Hackers,” *The Wall Street Journal*, August 1, 2017 B5. (Hacking a Jeep’s wireless control systems leads to job with GM.)
- “Hackers Stole HBO Programming,” *The Wall Street Journal*, August 1, 2017 B2. (*Game of Thrones*, others, are targets of ransomware attacks.)
- “Hackers Target Private Data, Network Access of Young Job Seekers,” *The Wall Street Journal*, August 21, 2017 B5. (Job scams net information.)
- “Data Breach Affects Time Warner Cable Subscribers,” *The Wall Street Journal*, September 2, 2017 B3. Software vendor leaves customer information accessible online.)



Security/Hacks/Technology (5 of 6)

- “Facebook Fined By French Watchdog,” *The Wall Street Journal*, May 17, 2017 B4.(Facebook fined \$165K for privacy policy that didn’t comply with French law.)
- “Europe’s Top Court to Review Privacy,” *The Wall Street Journal*, October 4, 2017 B4. (Can US companies store data on European customers in the US?)
- “Algorithms Help Calpers Tally Fees,” *The Wall Street Journal*, May 23, 2017 B1.(How do you know how much you pay to manage billions of dollars of investments?)
- “Tesla Boss Warns on Artificial Intelligence,” *The Wall Street Journal*, July 17, 2017 B1.(Threats to all jobs, and possible trigger for war.)
- “In China, Live Surveillance Feeds Are the New Entertainment,” *The Wall Street Journal*, August 11, 2017 A6. (Watching feeds from security cameras versus watching the networks?)
- “Hospitals Use Alerts to Curb Unnecessary Care,” *The Wall Street Journal*, September 13, 2017 R2. (Electronic systems alert doctors about to prescribe something out of the norm.)
- “‘Burner Phone’ Accusation Marks New Chapter in Ole Miss Scandal,” *The Wall Street Journal*, September 20, 2017 A16.(Were burner phones used to contacts recruits and hide that from the NCAA?)
- “Wi-Fi Flaw May Endanger Security,” *The Wall Street Journal*, October 17, 2017 B4. (Flaw allows cracking of WPA2 wireless codes.)



Security/Hacks/Technology (6 of 6)

- “Police See Social Media Fuel Crime,” *The Wall Street Journal*, November 25, 2017 A3. (The absence of normal controls on behavior on social media enflames passions and leads to violence.)
- “Banks Create Cyber Doomsday System,” *The Wall Street Journal*, December 4, 2017 B1. (How banks protect against ransomware, or viruses, in electronic systems.)
- “Electronic Logs to Rule the Road,” *The Wall Street Journal*, December 16, 2017 B3. (DOT rules lead to replacement of paper records for smaller truckers.)
- “Parents’ Dilemma: When to Give the Children Smartphones,” *The Wall Street Journal*, January 13, 2018 A1.
- “Firms Push Better In-Flight Web Access,” *The Wall Street Journal*, February 26, 2018 B4. (Are passengers willing to pay for more and faster access while on a flight?)
- “Hackers Found Holes In Bank Network,” *The Wall Street Journal*, May 1, 2017 A1. (SWIFT system penetrated through attacks on remote banks.)
- “Hack Probe Zeroes In on How Virus Invaded Networks,” *The Wall Street Journal*, May 16, 2016 A1. (Did port 445 connect to the Internet. Leading to ransomware attacks?)
- “Target Settles Probe Into Its 2013 Hack,” *The Wall Street Journal*, May 24, 2017 B3. (\$18.5 million.)
- “Some Cyberattacks Go Unreported,” *The Wall Street Journal*, June 19, 2017 B3. (Cybersecurity breaches at hospitals often not reported.)
- “Hospital Operator In Pennsylvania Works to Recover,” *The Wall Street Journal*, June 29, 2017 B3. (Impact of ransomware attack.)



Conclusion



Takeaways

- If you define it broadly, it's everywhere
- Much bigger than “records”
- No one person/function owns it all
- Policy = Law
- Call to Duty and Code of Conduct
- Stay aware of developing themes
- Be useful to others



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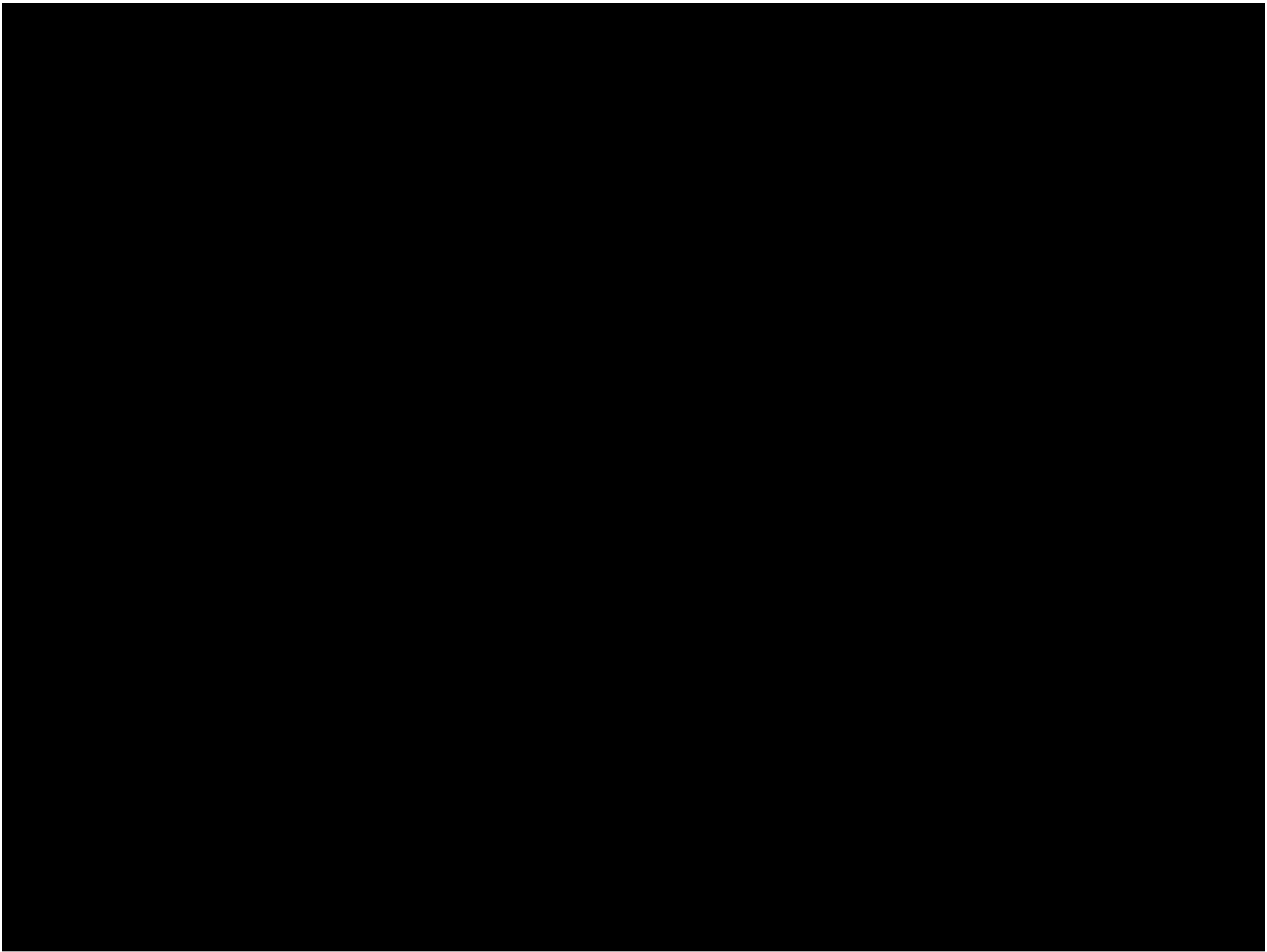
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Lagniape

The following blurbs are “Bonus” headlines that I collected but may not have used in this presentation. These are loosely edited and organized, if at all.

If you have an interest in digging deeper into this, I recommend you go to my blog and read through the archives. You can then organize these into categories as you see fit.

I have included on my website (www.LiipfertConsulting.com) a chronological listing of the headlines, with links to the sources.

Christian



Security

- “Exchanges Seek Database Delay, Citing Security,” *The Wall Street Journal*, November 15, 2017 B18. (Consolidated Audit Trail).
- “CFPB Curbs Data Collection,” *The Wall Street Journal*, December 5, 2017 B5.(Agency stops collecting consumer information because of security risks).
- “FCC Reverses Rules on Net Access,” *The Wall Street Journal*, December 15, 2017 A1. (Net neutrality).
- “Stanford’s Aid Whistleblower,” *The Wall Street Journal*, February 1, 2018 B5. (Information on scholarships found old file share).
- “CME Defect Aids Speedy Traders,” *The Wall Street Journal*, February 13, 2018, B1. (value of quicker access)
- “AT&T Thwarted In Focus On Trump,” *The Wall Street Journal*, February 21, 2018 B1. (AT&T can’t get internal government deliberations).



Information – value of disclosure

- “Berkshire Faces Pressure Over Political Disclosure,” *The Wall Street Journal*, May 3, 2017 B5. (Shareholder proposal to force disclosure of company’s political contributions).
- “Lawsuit Highlights Online Reviews,” *The Wall Street Journal*, September 20, 2017 A6. (Surgeon sues for defamation for former patient’s Yelp review).
- “Facebook to Tell Users If They Followed or Liked Russian Pages,” *The Wall Street Journal*, November 24, 2017 B3. (FB to tell users who followed the fake Russian pages).
- “Intel Told China of Flaw Before U.S.,” *The Wall Street Journal*, January 29, 2018 A1. (Delay of up to 6 months after discovery).
- “Citi’s Refund Tab: \$335 Million, *The Wall Street Journal*, February 24, 2018 B10. (Miscalculated interest rates).



Information – hiding/deception

- “Solar Firms Probed Over Hiding Client Cancellations,” *The Wall Street Journal*, May 4, 2017 A1. (Failure to disclose cancellations to the market).
- “Paper Points to Pemex Bribe,” *The Wall Street Journal*, May 5, 2017 A7. (Testimony in Brazil comes out in Mexico).
- “Cover-Up Alleged In Probe Of Attack,” *The Wall Street Journal*, May 18, 2017 A7. (Investigators allegedly altered documents about investigation into Christmas market bombing).
- “Sunrun Sales Data Seen as Skewed,” *The Wall Street Journal*, May 23, 2017 B1. (Former managers say the books were cooked).
- “Witness: Magnate Knew of Altered Metric,” *The Wall Street Journal*, June 28, 2017 B9. (Chairman knew figures were inflated).
- “A Hot Startup Misled Advertisers,” *The Wall Street Journal*, October 13, 2017 A1. (Outcome Health inflated sales figures in run-up to IPO).
- “SEC Accuses Long Island Town of Fraud,” *The Wall Street Journal*, November 24, 2017 B11. (Oyster Bay allegedly withheld data from bondholders).
- “Nielsen Acknowledges It Misses ‘Live’ Streamers,” *The Wall Street Journal* December 7, 2017 B3. (Not all streaming counted in statistics).
- “Fake Public Comments On New Rules Probed,” *The Wall Street Journal*, January 25, 2018 A3. (Comments on net neutrality may be bogus).
- “YouTube Mistakenly Promoted False Video,” *The Wall Street Journal*, February 22, 2018 A4. (Misleading video promoted following Parkland shooting).
- “MiMedx Didn’t Report Payments to Doctors,” *The Wall Street Journal*, February 23, 2018 B5. (Although competitor reports payments to doctors, they don’t).



Information – lack of access

- “Big Outage Dogs British Airways,” *The Wall Street Journal*, May 30, 2017 B3.(75,000 passengers affected when power shuts down and backup failed).
- “First Job of Dismantling Nuclear Plants: Find a Russian Speaker,” *The Wall Street Journal*, June 12, 2017 A1.(Lack of instruction manual makes dismantling difficult).
- “Apple Eases Its Grip in Chinese Data,” *The Wall Street Journal*, July 13, 2017 B3. (Data for China cloud customers now stored on a government-owned company).
- “Fidelity Seeks to Make Amends for Website Glitch,” *The Wall Street Journal*, December 2, 2017 B11. (Two-hour website outage; customers claims losses).



Information – value

- “Big Prize for Amazon: Shopper Data,” *The Wall Street Journal*, June 21, 2017 B5. (What was really bought? A bunch of stores or access to information?)
- “CEO’s Simple Trick on Earnings Calls: Saying ‘I,’ ‘We’ and ‘Us,’” *The Wall Street Journal*, August 7, 2017 R1. (Choosing the right words matters.)
- “Amazon Clobbers Grocers With Whole Foods Salvo,” *The Wall Street Journal*, August 25, 2017 A1. (Price cuts following acquisition).
- “A Band Of Junk Clutters Space,” *The Wall Street Journal*, September 13, 2017 A1. (Who keeps track of 20,000+ orbiting objects?)
- “Dow Jones Publishes Errant Headlines in Systems Snafu,” *The Wall Street Journal*, October 11, 2017 B3. (Technology snafu during test.)
- “CEOs Make Protecting Data a Top Goal,” *The Wall Street Journal*, October 13, 2017 B4. (Former Equifax CEO tells Congress this is a big deal).
- “Comey Originally Tougher On Clinton, *The Wall Street Journal*, November 7, 2017 A5. (Early drafts pf exoneration memo still exist).
- “Indian Lenders Mine Phone Data,” *The Wall Street Journal*, November 24, 2017 B10. (How to develop of credit history without the infrastructure).
- “Wall Street Takes Aim At Market-Data Sales,” *The Wall Street Journal*, December 7, 2017 B1. (should exchanges disclose profit margins)
- “Cryptocurrency Exchange to Pay Back Customers,” *The Wall Street Journal*, January 29, 2018 B4. (\$530 million lost in hack).
- “Facebook To Alter Its News Feed,” *The Wall Street Journal*, January 20, 2018 B1. (Newsfeeds to be ranked based on credibility).
- “Freight Tracker Adds Funding In Hot Market,” *The Wall Street Journal*, February 21, 2018 B4. (How much is it worth to know where your package is and when it will arrive).



Information on Quality

- "U.S. Sues Chrysler Over Emissions Tests," *The Wall Street Journal*, May 24, 2017 B1. (Emissions-test-defeating software)
- "Senator Presses for Disclosure Of Hospital Inspections," *The Wall Street Journal*, September 20, 2017 A2. (finding violations doesn't lead to loss of accreditation).
- "Suspect Metal Rattles Car Makers," *The Wall Street Journal*, October 12, 2017 B1. (Steel vendor faked quality tests)
- "Kobe Steel Discloses More Reporting," *The Wall Street Journal*, October 14, 2017 B3. (500 companies misled in steel quality scandal).
- "U.S. Looking Into Kobe Steel Scandal," *The Wall Street Journal*, October 18, 2017 B3. (US government requests information on steel sold to US customers).
- "Nissan Report Faults Management," *The Wall Street Journal*, November 18, 2017 B3. (Inspections faked after management pressure).
- "Faked Data at Issue Again in Japan," *The Wall Street Journal*, November 25, 2017 B1. (Mitsubishi Materials faked quality reports).
- "Subaru Probes if Fuel Data Was Fake," *The Wall Street Journal*, December 21, 2017 B1. (Did they faked mileage statistics?)
- "Robert Bosch Workers Face Probe," *The Wall Street Journal*, February 1, 2018 B3. (2 employees at vendor accused of fraud in connection with emissions data manipulation).



Information - ownership

- “FBI Holds Memos for Now,” *The Wall Street Journal*, May 26, 2017 A4. (Memos James Comey wrote on FBI computer)
- “The ‘Close Friend’ Behind Memo Leak,” *The Wall Street Journal*, June 9, 2017 A4. (Comey memo leak; also, Compliance, Breach)
- “Disney Sued Over Films’ Visual Effects,” *The Wall Street Journal*, July 18, 2017 B3. (facila-capture technology in “Beauty and The Beast”)
- “LinkedIn Suffers Defeat in Data Case,” *The Wall Street Journal*, August 15, 2017 B3. (Scraping okay from public LinkedIn profiles)
- “Qualcomm Draws Fine in Taiwan,” *The Wall Street Journal*, October 12, 2017 B5. (\$733 million fine for licensing practices)
- “Qualcomm Feels Sting of Fine and War with Apple,” *The Wall Street Journal*, November 2, 2017 B4. (Apple withholds fees in licensing battle).
- “Lawyer Presses Mueller on Emails,” *The Wall Street Journal*, December 18, 2017 A4. (Who owns Transition Team emails?)



Information - failure to use

- “U.K.’s MI5 Begins Internal Probe,” *The Wall Street Journal*, May 30, 2017 A9. (Security agency had data on suicide bomber but didn’t use)
- “Pension Snafu Hits MetLife Results,” *The Wall Street Journal*, January 30, 2018 B1. (Reserves increased by \$525 million after company loses track of retirees)
- “Shares of MetLife Plunge on Big Charge,” *The Wall Street Journal*, January 31, 2018 B16. (9% drop in value)
- “Errant Charges at Coinbase,” *The Wall Street Journal*, February 17, 2018 B9. (Customers charged multiple times for same purchase).
- “FBI Didn’t Follow Up Tip By Person Close to Shooter,” *The Wall Street Journal*, February 17, 2018 A1. (Parkland shooter hotline tips).
- “Suit Against MetLife Spotlights Problems From Old Business,” *The Wall Street Journal*, February 22, 2018 B12. (Lost retirees and annuitants).
- “‘I Know He’s Going to Explode,’” *The Wall Street Journal*, February 24, 2018 A1. (Parkland shooting)



Information – cost of access

- “A Quantum Leap for Computers Looms,” *The Wall Street Journal*, May 8, 2017 B4. (move from binary to qubits)
- “Google Probes Russian Activity On Sites,’ *The Wall Street Journal*, September 30, 2017 B1.(Russian influence through ads).
- “Extreme Facebook Ads Persisted,” *The Wall Street Journal*, October 4, 2017 B1. (Extremist views regarding Charlottesville after the election).
- “Fringe Clips Rank High on YouTube,” *The Wall Street Journal*, October 6, 2017 B1.(modifying search results to downplay fringe views).



Information – limiting access

- “States Urged to Give Voter Records to Commission,” *The Wall Street Journal*, July 20, 2017 A4. (States resist request for detailed voter records).
- “Judge Grants Access To Protesters’ Data,” *The Wall Street Journal*, August 25, 2017 A3 (Use of website to plan protests at Inauguration).
- “Lawmaker Asks SEC To Delay Trade Log,” *The Wall Street Journal*, October 5, 2017 B12. (Consolidated Audit Trail is target for hacks; is it secure?).
- “Countermove in Code War,” *The Wall Street Journal* October 24, 2017 B4. (Kaspersky reacts to allegations that software was used to spy on Americans).)
- “Twitter Tightens Security,” *The Wall Street Journal*, November 4, 2017 B3. (Move after Trumps feed shut down).
- “Afghanistan Orders WhatsApp Blocked,” *The Wall Street Journal*, November 4, 2017 A9.(Did this lead to the outage?).



Who has the power to govern

- “Barclays Chairman Backs CEO Amid Shareholder Calls for Firing,” *The Wall Street Journal*, May 11, 2017 B3.(Chairman backs CEO even after CEO’s attempt to unmask whistleblower and after overbilling scandal)
- “Fed Looks To Ease Curbs on Directors,” *The Wall Street Journal*, August 4, 2017 B10.(Fed proposes less controls on directors at banks).
- “Showdown Looms at Consumer Agency,” *The Wall Street Journal*, November 27, 2018 A1. (Staffer at CFPB sues to take over agency).
- “Battle at CFPB Rages On,” *The Wall Street Journal*, December 4, 2017 B9. Battle for control over CFPB continues).
- “Court to Review SEC Judges,” *The Wall Street Journal*, January 13, 2018 B10. (Does a government agency get to appoint the judges who decide disputes with the regulated public?)



Poor Governance by Board/directors

(1 of 2)

- "Big Pay Day for Mylan Chairman," *The Wall Street Journal*, May 3, 2017 B3.(\$100 million bonus after company pays \$465 million to settle investigation of marketing of EpiPen).
- "Trump Asked Comey to Drop Probe," *The Wall Street Journal*, May 17, 2017 A1.(According to a memo written by James Comey, Trump wanted him to back off probe of Flynn).
- "Theranos Directors Missed Red Flags," *The Wall Street Journal*, May 31, 2017 B1.(Directors knew little or nothing about company's blood testing technology).
- "Pension Funds Decry Mylan Pay Packages," *The Wall Street Journal*, May 31, 2017 B1. (Large investors oppose election of 6 directors).
- "Gymnastics Boss Paid Severance," *The Wall Street Journal*, June 3, 2017 A9. (CEO receives \$1million severance after presiding over Olympics sex scandal).
- "Lax Governance Cited in Spanish Bank's Collapse," *The Wall Street Journal*, July 25, 2017 B10. (Directors not independent).
- "Mylan Settles U.S. Claims on EpiPen," *The Wall Street Journal*, August 18, 2017 B5.(\$465 million settlement for classifying EpiPen as generic).
- "Infosys CEO Leaves In Row With Founder," *The Wall Street Journal*, August 19, 2017 B3. (Internal rows at top of the shop).
- "Did You Watch the NFL?" *The Wall Street Journal*, October 2, 2017 A16. (Lose of viewership attributable to National Anthem protests by players).
- "Boards Wake Up to Company Culture," *The Wall Street Journal*, October 4, 2017 B9. (Bad culture can damage reputation and results).



Poor Governance by Board/directors

Poor (2 of 2)

- "Weinstein Co. Board Fires Harvey Weinstein, Citing Sexual Misconduct Allegations," *The Wall Street Journal* on-line, October 8, 2017. (Board fires co-Chairman after sexual assault allegations).
- "Trump Takes Aim at Sports Tax Breaks," *The Wall Street Journal*, October 11, 2017 A3. (Trump calls for revocation of tax break).
- "Redress Ordered In Fukushima Case," *The Wall Street Journal*, October 11, 2017 A11. (Government and company ordered to pay \$4.4 million for nuclear plant meltdown damages).
- "Lawmaker Is Focus Of Ethics Report," *The Wall Street Journal*, October 12, 2017 A3. (Congressman is accused of ethics breach).
- "Amazon Executive Quits Amid Sex Claim," *The Wall Street Journal*, October 18, 2017 A10. (Head of Amazon Studios resigns).
- "Fidelity Is Hit by Employee Conduct Problems," *The Wall Street Journal* October 23, 2017 A1. (Sexual harassment and bullying).
- "GE Board in Dark on CEO's Use of Extra Jet," *The Wall Street Journal*, October 30, 2017 B1. (CEO's jet was followed by a spare jet for years; CEO says he didn't know; complaint raised years previously).
- "Bergdahl Avoids Jail Time," *The Wall Street Journal*, November 4, 2017 A3. (Were the rules enforced?)
- "Visa Cites Behavior In Firing Executive," *The Wall Street Journal*, December 4, 2017 B3. (18-year veteran fired for unspecified behavior).
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Who has the power to govern

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