

## Department of Homeland Security funds research by Tuck's Center for Digital Strategies

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**CONTACT: Kim Keating—[kim.keating@dartmouth.edu](mailto:kim.keating@dartmouth.edu), 603-646-2733**

Hanover, N.H.—The Center for Digital Strategies at the Tuck School of Business at Dartmouth was recently awarded \$800,000 through the I3P Consortium funded by the Department of Homeland Security (DHS) to study the business challenges of information security. The project will examine how firms assess information security risk and the economic incentives on security investments.

Information security, from phishing and identify theft to industrial espionage and even terrorism, is a problem every business faces today. At a recent summit, hosted by Tuck's Center for Digital Strategies (CDS) and Cisco Systems, CIOs from diverse industries shared successes and frustrations in managing security. Across the group, there was strong agreement that information security is first and foremost a *management* problem. "It is so tempting to think that IT security is the responsibility of information technologists," noted Professor M. Eric Johnson, director of the center and the principal investigator on the research project. "Nothing could be further from the truth."

The project is part of a \$3 million research program, including researchers at RAND Corporation, MIT Lincoln Laboratory, the University of Virginia, and George Mason University, that will help quantify the costs of cyber attacks and measure the effectiveness of current security tools and policies. "One of the main problems in the area of cyber security is getting companies to invest in adequate protection," said Douglas Maughan, at DHS's Science and Technology Directorate. "This project will help senior executives to understand the costs of cyber attacks, and it will make a business case for investing in security tools and programs," he added.

"Quantifying the costs and benefits of information security is a real challenge," noted Scott Dynes, who is a senior research fellow at CDS. "Understanding of the value of security investments would help executives make better business decisions and improve U.S. competitiveness."

The Center for Digital Strategies promotes the development and practice of digital strategies—the use of technology-enabled processes to harness an organization's unique competencies, support its business strategy, and drive competitive advantage. Through its programs and research, the center examines the impact of technology on all aspects of management and strategy, including supply chain, marketing, and product development. The center also addresses issues throughout the extended enterprise, including globalization, organizational change, and information security.

For more information about the center and its research efforts, please visit the web at [www.tuck.dartmouth.edu/digitalstrategies](http://www.tuck.dartmouth.edu/digitalstrategies).

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Founded in 1900, Tuck is the first graduate school of management and consistently ranks among the top business schools worldwide. Information about the Tuck School is available at [www.tuck.dartmouth.edu](http://www.tuck.dartmouth.edu).