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June 21, 2007

Ms. Christine Nickell
National Security Agency
9800 Savage Road, SAB 3, Suite 6744
Fort Meade, MD 20755-6744

Re.: IA Faculty and Teaching Workloads

Dear Ms. Nickell:

The purpose of this letter is to address Criterion 10 for the Center of Academic Excellence application being submitted by the University of Missouri-Columbia. The College of Business has one full-time faculty member, Dr. Elaine Mauldin, who is devoted to teaching and research on information assurance (IA) issues. We also have two faculty members, Dr. Vairam Arunachalam and Dr. Patrick Wheeler, who address IA in the various classes they teach and also conduct some research on this topic. These three faculty members have appointments in the School of Accountancy in the College of Business.

Recognizing the critical importance of preparing students for the technological challenges of the current business environment, the MU School of Accountancy has developed an innovative, state-of-the-practice program of study in information systems. Completion of the requirements for the Certificate in Accounting Information Systems (AIS) indicates that a student has developed expertise in the theory, design, implementation, processing, assurance, and use of accounting information systems for providing information needed for various business decisions. Students must be enrolled in the master's of accountancy degree program in our School of Accountancy to be eligible for this certificate program, and they must complete 18 specified credit hours to receive the certificate. Currently, about 20 percent of our master's of accountancy graduates earn an AIS certificate.

The curriculum for this program has been certified by the NSA as meeting the requirements of the Information Assurance Courseware Evaluation for NTSISSI 4015 Systems Certifiers. A primary focus of the AIS certificate program is information control and assurance. Beginning in the undergraduate course, Acct. 3328, students are provided with a basic understanding of information systems internal control concepts and design. Of the six elective courses offered to meet program requirements, four have strong emphasis on information assurance content. The graduate course, Acct. 8414, is devoted to information assurance and includes hands-on practice with automated information assurance tools and techniques. Another graduate course, Acct. 8438, concentrates on forensic

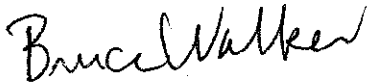
accounting processes and automated tools used in the detection and prevention of fraud. The graduate-level systems analysis and design course, Acct. 8358, provides content necessary for coordination with related disciplines and life-cycle system security planning. Finally, the graduate course, Acct. 8448, provides content on analysis and design of automated controls in an enterprise-wide information system.

With regards to your Criterion 10, we consider one faculty member within the School of Accountancy to be full-time in the IA area, with overall responsibility for the IA instructional program. This faculty member, associate professor Elaine Mauldin, teaches four three-credit courses related to IA and also conducts IA-related research (see attached listing of published and unpublished work).

Two other faculty members from the School of Accountancy are also actively engaged in IA activities. Assistant professor Patrick Wheeler teaches four three-credit courses related to IA and has conducted IA-related research with Dr. Mauldin. Professor Vairam Arunachalam teaches two three-credit courses related to IA and has also carried out IA-related research in conjunction with Dr. Mauldin.

I trust the information above is sufficient for your needs. Naturally, we would be pleased to provide clarification or added information as desired.

Sincerely,



Bruce J. Walker
Lansford Professor of Leadership and Dean