ROGERS
**cybersecure
catalyst**

Mastercard
Emerging Leaders
Cyber Initiative

**Participant Welcome Handbook
2023 - 2024**

Welcome to the Mastercard Emerging Leaders Cyber Initiative (ELCI)

We are thrilled that you have joined our one-of-a-kind Mastercard Emerging Leaders Cyber Initiative (ELCI) program. As a member of the 2023 - 2024 cohort, you are now part of a unique community and network of leaders who are distinctly accomplished in the Canadian cybersecurity and digital-risk sectors.

ELCI takes a cross-disciplinary and integrated approach to executive development, and we are proud of the learning experience it will offer you. By bringing together an insightful and relevant curriculum, industry leaders and experts, senior-level mentors and a network of like-minded peers, the ELCI team has designed a thoughtful and impactful program with the objective of empowering you to take the next step as a leader in your organizations and beyond.

We recognize that this program is a serious commitment of your time and effort, and our purpose is to reward your commitment with a program that adds real value to your career. If at any time you have questions or concerns, we encourage you to reach out directly to any of the program staff or to **elci@torontomu.ca**.

As we are all aware, there continues to be a serious lack of diversity at the leadership level in the Canadian cybersecurity sector. Our hope is that through this leadership program, and your hard work and commitment, we can drive meaningful change together.

Sincerely,

Sasha Krstic
President
Mastercard Canada

Charles Finlay
Executive Director
Rogers Cybersecure Catalyst

About us

Rogers Cybersecure Catalyst is Toronto Metropolitan University's national centre for training, innovation and collaboration in cybersecurity. Headquartered in Brampton, Ontario, and offering programs and services across Canada, the Catalyst empowers individuals and organizations to seize the opportunities and tackle the challenges of cybersecurity. Together with our partners and collaborators, we work to realize a vision of healthy democracies and thriving societies, powered by secure digital technologies.

Rogers Cybersecure Catalyst is grateful for the support of Mastercard whose investment has made this program possible.

Mastercard's continued generosity is meaningfully contributing to the development of a diverse community of cybersecurity leaders, growing the talent pipeline Canada needs to secure our nation's digital transformation.

Contents

Meet
the Team

Advisory Group

We are grateful to the members of our expert Advisory Group under whose guidance this program was developed. These Canadian public, private and academic sector leaders are deeply committed to developing diverse leadership talent within the cybersecurity sector, and to your success.

Dr. Atefeh Mashatan
Canada Research Chair; Director, Cybersecurity Research Lab and Associate Professor, Toronto Metropolitan University

Michèle Mullen
Acting Director General, Information Management Project Delivery National Defence / Govt. of Canada

Anne-Marie Kelly
Vice President Growth & Innovation, Cyber & Intelligence Solutions, Mastercard Canada

Robert W. Gordon
Strategic Advisor, Canadian Cyber Threat Exchange

Sundeep Sandhu
Vice President of Cyber Security & CISO, Rogers Communications

Lloyd Komori
Board Director; Risk Management Expert; Teacher

Program Advisors

We are very fortunate to count Melissa Hathaway and Sarah Lang as ELCI's Program Advisors and Lead Instructors. Their deep expertise in their respective fields is partnered with significant experience in impactful curriculum design, and a sincere desire to effect positive change at the executive level. As Lead Instructors, they will be co-delivering the program, along with invited expert guest faculty and topical speakers.

Melissa Hathaway
President, Hathaway
Global Strategies LLC, CIGI
Board Member

Melissa Hathaway is a globally recognized thought leader in the fields of cybersecurity and digital risk management. She served in two U.S. presidential administrations, spearheading the Cyberspace Policy Review for President Barack Obama and leading the Comprehensive National Cybersecurity Initiative for President George W. Bush. After her government service, Ms. Hathaway established Hathaway Global Strategies, LLC, bringing a multi-disciplinary and multi-institutional perspective to strategic consulting and strategy formulation for public and private sector clients.

Sarah Lang
MA, PCC, CPCC
Executive Leadership and
Communications Coach

Sarah Lang is a leadership and speaking instructor and an executive coach. She works globally as a partner with Google's Mastery Faculty community of facilitators and as a coach with Corporate Speech Consultants. Closer to home, she is an instructor at the University of Toronto School of Continuing Studies, where she teaches Public Speaking and Leadership Presence. Sarah is a certified coach with CTI, and is a Professional Certified Coach (PCC) Credential-holder. She obtained her M.A. from the Munk Centre for Global Affairs at the University of Toronto.

ELCI Team at the Catalyst

The ELCI team at the Catalyst will be working closely with you, and behind the scenes, to ensure every aspect of the program is a success. If at any time you have questions or concerns, we encourage you to reach out to us directly.

Trish Dyl

Program Director

trish.dyl@torontomu.ca

Anita Schretlen

Program Manager

anita.schretlen@torontomu.ca

Serena Jerkovic

Program Manager

serena.jerkovic@torontomu.ca

Avleen Bassi

Program Coordinator

avleen.bassi@torontomu.ca

Program
Details

Program Schedule

ELCI is a part-time, hybrid program, the core of which will be delivered through six modules. Each module will take a multi-faceted approach that integrates multiple learning techniques such as formal instruction, class discussions, expert panels and speakers, and group work.

MODULE	DESCRIPTION	LOCATION & DATES
The Digital Threat Landscape	An exploration of the breadth and depth of an organization's digital threat landscape. Explore how to mitigate global and domestic risks by assessing threats and ensure security and resilience is considered in business decisions across an organization.	**In-person: Toronto/Brampton, ON** October 22-25, 2023
Law & Regulation	A deep dive into the organizational risks and obligations posed by cybersecurity, privacy and data protection laws and regulations across Canadian and international jurisdictions.	**In-person: Toronto/Brampton, ON** November 19-22, 2023
Business School 101	Learn to build a business case by assessing and effectively articulating benefits, costs, risks and ROI; and how to incorporate digital risk considerations into investment and merger/acquisition due diligence.	**Virtual** January 10, 17, 24, 31, 2024 (Wednesdays) 2-3 hour timeslot, TBC
Supply Chain Dependencies	An in-depth look at an organization's third-party ecosystem. Gain an understanding of supply chain dependencies and threats, learn how to conduct vendor risk assessments and explore risk mitigation strategies.	**Virtual** February 7, 14, 21, 28, 2024 (Wednesdays) 2-3 hour timeslot, TBC
Leading through a Crisis	A dive into incident response planning and considerations including crisis management, mitigation and recovery. Develop your capacity to prepare for and respond to major unforeseen events through experiential learning.	**In-person: Toronto, ON** March 17-20, 2024
Emerging Tech & Innovation	Delve into the key trends that are shifting the field, including digital assets, artificial intelligence and machine learning, quantum computing and resistance, industrial IoT and 5G edge computing.	**In-person: Toronto/Brampton, ON** April 14-17, 2024

Capstone Project

A cumulative capstone project will provide you with the opportunity to apply and consolidate your learnings. The project will be worked on in groups, to be assigned during the first module. These project groups will bring together learners with varied backgrounds and skill sets in order to maximize peer-to-peer learning.

Via an in-depth written report, along with a presentation to an executive panel of industry experts, capstone projects will entail a demonstration of your newly developed understanding of digital risk management considerations and strategies, multi-disciplinary perspectives, executive communication, collaboration and leadership skills.

Some time to meet with your assigned groups and work on the project will be provided during in-person modules. However, learners should expect to commit some time outside of scheduled course time to focus on their projects.

Mentorship Program

Career mentorship is a key component of ELCI. Based on your responses to the Mentorship Program Questionnaire, you will be matched with a senior leader who will be invested in your career growth.

Your mentor has committed to providing a minimum of 15 hours of one-on-one support during the course of the program. As a mentee it is your responsibility to engage with your mentor and drive the relationship — your mentor will provide you with personalized career advice, insights and support in line with your professional goals.

Mentorship programming will be provided to help support you as you start this new relationship. Please reach out to the Catalyst team if you ever require assistance in engaging with your mentor.

Learner
Communication

Learner Communication

Email

Formal ELCI-related communication will be sent to the email address provided in your application. Please inform us if there are any changes to this address.

Slack

ELCI uses Slack to facilitate discussion and collaboration between learners, faculty and staff. All learners will receive an invitation to join the ELCI Slack Community prior to the start of the program, using the email address on file.

Class 365

ELCI uses the Classe365 learning management system to store program resources. All learners will receive an invitation to make an account and join the platform prior to the start of the program. Classe365 will be organized by module and act as a central repository of program resources such as reading and assignment materials.

Zoom

ELCI's virtual sessions will take place on Zoom. If requested in advance, and depending on the presenter, topic and nature of the session, learners may be able to receive access to a recording of the virtual event.

Zoom has the following accessibility features that can be used during live sessions:

- Accessibility settings: Adjust the font size of chat and closed captioning

- Screen reader support: The latest screen readers can be used on Zoom

- Third-party captioning: Integrates seamlessly with third-party closed captioning providers through **Closed Captioning REST API**

- Rearrange videos: Customize your gallery view by clicking and dragging videos to a different position

- Multi-pinning: Pin multiple videos for your own custom view

Policies and Accommodation Requests

Attendance Policy

Significant resources have been invested into ELCI. As such, learners are expected to be committed to the program in terms of their attendance and participation.

Learners are expected to attend all four in-person residencies in full. In addition, learners are expected to attend virtual sessions, and actively participate in group work and mentoring sessions.

Rogers Cybersecure Catalyst will review absences on an individual basis and reserves the right to withdraw a student due to prolonged absence, at the sole discretion of the Program Director.

While not required, it is encouraged that all learners stay at the recommended hotel during in-person modules. This will provide opportunities to network and get to know one another outside of the formal program, a key objective of the in-person learning components.

Confidentiality Policy

A level of comfort among all participants regarding the confidentiality of discussions is necessary to ensure more open, honest and effective exchanges. As such, ELCI requires all participants to sign and adhere to a strict confidentiality policy.

Accommodation Requests

Rogers Cybersecure Catalyst is committed to providing an inclusive and barrier-free environment. If you require accommodations to fully participate in the program, please contact **elci@torontomu.ca** as soon as possible.

Document Checklist

Please ensure that the following forms have been completed and sent to **elci@torontomu.ca** within one week of receipt of this handbook:

◇ **Letter of Confidentiality** ⬀

◇ **Media Release** ⬀

◇ **Logistics Questionnaire** ⬀

◇ **Mentorship Program - Questionnaire** ⬀

We also encourage you to use this **social media kit** to help you spread the good news about your participation in ELCI.

Thank you.
We look forward
to meeting you
in October.

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Through our groundbreaking training and certification programs; unique commercial accelerator for cybersecurity start-ups and scale-ups; first-of-its-kind cyber range; wide-ranging public education programs; and influential policy development platform, the Catalyst helps drive Canada's global competitiveness in cybersecurity.