Mastercard Emerging Leaders Cyber Initiative

**For women & non-binary leaders
shaping the future of Canadian cybersecurity**

2024/2025

Toronto Metropolitan University

ROGERS cybersecure catalyst

The **Mastercard Emerging Leaders Cyber Initiative** (ELCI) is a leadership program from Rogers Cybersecure Catalyst at Toronto Metropolitan University. It is designed to empower women and non-binary leaders seeking to advance into executive-level positions in cybersecurity or related fields. Through the program, participants gain an in-depth understanding of organizational digital risks and mitigation strategies, enhanced leadership skills, and access to a supportive, high-impact professional network.

Rogers Cybersecure Catalyst is grateful for the continued support of Mastercard Canada, whose investment is supporting the development of a diverse community of cybersecurity leaders and growing the talent pipeline Canada needs to secure our nation's digital transformation. Through its contribution to the Catalyst, Mastercard is building on its commitment to supporting Canadian innovation and technology talent while also driving diversity in the cybersecurity sector.

Why ELCI?

Individual Benefits

- Gain strategic understanding of organizational digital risk and cybersecurity management considerations;
- Build your business foundations and executive strategy toolkit;
- Develop your leadership skills;
- Be mentored by and network with senior business leaders;
- Learn from a range of guest speakers who are global experts in their fields;
- Access a long-term professional community via alumni programming.

Organizational Benefits

- Strengthen your organizational leadership capacity;
- Improve high-potential employee engagement and retention;
- Deepen organizational knowledge of the latest digital risk mitigation practices and strategies;
- Nurture diversity in your talent pipeline.

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There is just the right mix of support, guidance and challenge built into the program. I feel so privileged and inspired to participate with this group of exceptional women/non-binary partners.

ELCI Learner (2023/24)

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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. They are equally committed to your success.

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

Michèle Mullen
Director General of Military Communications and Space Systems
Department of National Defence (DND)

Kate Karn
Director, Public Policy
Mastercard Canada

Lloyd Komori
Board Director; Risk Management Expert; Teacher

Robert W. Gordon
Strategic Advisor,
Canadian Cyber Threat Exchange (CCTX)

Seema Verma
Director of Cyber Security Programs
Rogers Communications Inc.

Program Faculty

ELCI brings together an expert team of instructors and faculty to deliver a high-impact program. Each module will be led by a dedicated industry leader. Learners will benefit from the depth of a leads' knowledge in their respective fields and the broad perspectives they will engage with over the next seven months.

Along with invited guest faculty and speakers, the leads will deliver high-impact programming, providing participants with tangible learnings to implement in their organizations.

Some program faculty include:

Rebekah Brown
Module 1: Geopolitical & Canadian Cyber Landscape

Rebekah Brown is an author and recognized expert in the field of cyber threat intelligence, with over two decades of experience in identifying and mitigating digital threats across the private and public sectors. She spent twelve years in the United States Marine Corps, serving as the Operations Chief for a decorated cyber unit before pivoting to the private sector, where she helped establish cyber threat intelligence functions at the state and local level, as well as Fortune 100 companies including, Nike and Apple. She is currently a Senior Researcher for the University of Toronto's Citizen Lab, conducting research on the intersection of digital security and human rights. She is the author of Intelligence-Driven Incident Response and author and instructor for SANS course FOR578, Cyber Threat Intelligence.

Lloyd Komori
Module 2: Business, Risk & Governance

Lloyd Komori has built and led risk management functions in the energy, consulting, and institutional investment management sectors. His roles have included Chief Risk Officer, Partner at one of the largest global consulting firms, and SVP Head of Risk. Komori has actively shared his expertise as a founding faculty member of McMaster University's Directors College and as part of the faculty at Rogers Cybersecure Catalyst. He continues to serve as an independent director on a number of boards. Komori is a lifelong learner, with a keen interest in artificial intelligence, information security, data protection, and privacy.

Ruth Promislow
Module 4: Law & Regulation

Ruth Promilsow is a Partner at Bennett Jones. Promislow has over 20 years of experience and an impressive track record of success in litigating complex commercial disputes in a wide variety of areas, including privacy, cybersecurity, and fraud.. Promislow has extensive experience in data protection, privacy and cybersecurity matters including regulatory compliance, cyber preparedness, breach response, and related litigation. Following a cyber-attack or privacy incident, Ruth oversees forensic investigations, and assists clients with regulatory investigations, reporting to regulators, and providing notification to impacted individuals. Ruth is also involved in all aspects of litigation which may arise as a result of a cyber-attack or privacy incident. Promislow is widely considered to be a thought leader in the data protection and privacy space.

Sarah Lang
Program Advisor: Human Skills

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. Lang 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.

Cyber & Digital Risk:
Program Curriculum & Instruction

ELCI is broadening the scope of cybersecurity with a curriculum that delivers an in-depth understanding of whole-of-organizational digital risks and mitigation strategies. The program does not focus on technical solutions but rather reflects the wide range of cybersecurity considerations that organizations currently and will face in the future.

The core of ELCI's programming will be delivered through six instructor-led modules (final sequencing is subject to change). Each module will include Canadian-centric content, focusing on the operational context of learners' organizations.

Canadian & Geopolitical Landscape

An exploration of the breadth and depth of an organization's digital threat landscape. Learn about the current and emerging Canadian and global risks and how this can impact your organizations Understand the Canadian cyber sector, including resources and support for ensuring resilience.

Law & Regulation

A deep dive into the organizational risks and obligations posed by cybersecurity, privacy and data protection laws. Understand the legal implications of cyber risk, including case law and regulatory landscapes. Emphasis on Canadian operational context and legal updates.

Business, Risk & Governance

Build a business case for cyber investment by assessing and articulating benefit, cost risk and ROI. Learn about governance, risk and compliance frameworks and their applications within your organization.

Supply Chain & Third Party Dependency

An in-depth look at an organization's third-party ecosystem. Gain an understanding of supply chain dependencies and learn how to assess and mitigate these risks.

Leading Through a Crisis

Examine incident response planning and considerations, including crisis management, communications and recovery. Develop your capacity to prepare for and respond to major unforeseen events through experiential learning.

Emerging Technologies and the Future of Cyber

Delve into the key trends shifting the field, including digital assets, artificial intelligence and machine learning, quantum computing and resistance, industrial IoT and 5G edge computing.

ELCI is bringing together an expert team of instructors and faculty to deliver the cybersecurity and digital risk programming. Each program module will be led by a dedicated industry leader, who will guide the program delivery. Along with invited guest faculty and speakers, the leads will deliver high-impact programming, providing participants with tangible learnings to bring back to their organizations.

Schedule

A part-time, hybrid program, ELCI will run from October 2024 to May 2025.

In-person programming will be full days, including formal class time and social networking opportunities.

Module	Location & Dates
1	In-person: Toronto & Brampton October 20 - 23, 2024
2	In-person: Toronto & Brampton November 17 - 20, 2024
3	Virtual January 15 / 29 & February 12 / 26, 2025 (2 hour timeslot)
4	In-person: Toronto & Brampton March 2 - 5, 2025
5	In-person: Toronto & Brampton April 6 - 9, 2025
6	In-person: Toronto & Brampton May 5 - 7, 2025

Additional supplementary sessions may be added throughout the program

Meet the Catalyst ELCI Team

Program Director

Trish Dyl
*Director, Corporate Training
& Cyber Range,*
Rogers Cybersecure Catalyst

Program Manager

Serena Jerkovic
*Client & Project Lead,
Corporate Training
& Cyber Range,*
Rogers Cybersecure Catalyst

Program Coordinator

Avleen Bassi
*Project Coordinator,
Corporate Training
& Cyber Range,*
Rogers Cybersecure Catalyst

"Learning about cybersecurity and cyber risk in this program has increased my confidence. The opportunity for women and non-binary folks to come together and network is crucial.

Rebecca Murrant (2023/24 Learner)

Human Skills Development

ELCI recognizes the breadth of skills required to excel in leadership positions. The cybersecurity and digital risk curriculum is complemented by leadership and human skills programming designed to help you further develop the characteristics you need to succeed at executive levels. Engage in topics such as:

- Building a personal brand;
- Supporting personal and team mental health;
- Executive presentation skills;
- And more.

Through interactive workshops and discussions, learners explore and solidify a blend of concepts and practical skills.

The formal curriculum is supplemented with intimate fireside chats with leading women in the industry, providing a unique opportunity to learn from those who have blazed the trail before them.

The ELCI Human Skills programming is led by Sarah Lang.

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 CTI-trained coach and a Professional Certified Coach (PCC). She obtained her M.A. from the Munk Centre for Global Affairs at the University of Toronto.

Programming & Supports

A range of programming and support complements core modules focused on strengthening the skills leaders need to become changemakers within the cyber sector.

Culminating Cyber Challenge Projects

Learners consolidate their program learning with a cumulative capstone project demonstrating newly developed digital risk management strategies, multi-disciplinary perspectives and executive communication skills. Working in assigned teams throughout the program, learners will be assigned a project based on a current / emerging cybersecurity challenge. The final program activity will be a presentation of these projects to a Board of Directors audience.

Access to Leads, Speakers and Industry Experts

Module leads and facilitators engage with learners one-on-one or in small groups on questions related to the program curriculum, career advancement and other topics.

Career Mentorship

Learners will be matched with a mentor who has committed to providing a minimum of 10 hours of individualized support during the program. Mentors will provide personalized career advice, insights, and support in line with learners' professional goals.

Network Building

A significant focus of ELCI is building a supportive network. There are several opportunities for learners to work, socialize, and share ideas with each other. In addition, ELCI brings in expert guest speakers and hosts several networking receptions with senior industry leaders.

Who Are Our Learners?

ELCI is designed for women and non-binary leaders with oversight of organizational cybersecurity and related functions, who aspire to senior executive-level positions.

The ELCI cohort is composed of participants with a mix of technical and non-technical backgrounds. ELCI participants have, or have had, roles that take account of cybersecurity and digital risks across various business areas including, but not limited to: strategy and operations, finance, IT and cybersecurity, information management, law, privacy and data governance and risk management.

Successful candidates will possess the following qualities:

Professional achievement:

Demonstrated expertise in their field with responsibilities that take account of digital risk.

Leadership experience:

Proven track record of leading people and processes; 8+ years of related experience with job titles such as Senior Manager, Director, VP or equivalent.

Upward career progression:

Successful organizational impact, with aspirations for an executive-level role.

Admissions Criteria

Applicants must currently reside in Canada and be a Canadian citizen, Permanent Resident or Convention Refugee.

Thanks to the generosity of Mastercard Canada, ELCI is offered at no cost to participants. However, participants will be responsible for their own travel and accommodation costs for the in-person residencies.

How to Apply

Step 1 - Initial application

Qualified women and non-binary individuals are invited to complete an online application, available at **cybersecurecatalyst.ca/elci/.**

Before applying please be sure that you are able to commit to the program schedule – including all five in-person residencies – as well as 8-10 hours/month outside of formal class time for group work, readings and mentor connections.

Note that applications will require:

- **An updated resume**
- A personal statement of interest (no more than 500 words)

Application intake will close Tuesday July 9.

Step 2 - Online interview & references

A shortlist of applicants will be invited to complete an online video interview in July 2024. Names and email addresses of two references will also be requested at this time. References required will include:

- **One professional reference:** Current employer, former employer, career mentor or professor.
- **One leadership reference:** Someone you have managed or mentored, either formally or informally.

Step 3 - Decisions

Successful candidates will be notified by August 20, 2024.