



## FINAL ASSESSMENT REPORT Executive Summary Cyclical Program Review

<b>Degree Program:</b>	<b>Master of Information Technology Security</b>
<b>Components:</b>	
<b>Dean:</b>	<b>Dr. Carolyn McGregor</b>
<b>Date:</b>	<b>January 14, 2025</b>

Under Ontario Tech University's Institutional Quality Assurance Process (IQAP) and the Ontario Quality Assurance Framework (QAF), all programs are subject to a comprehensive review at least/at minimum every eight years to ensure that they continue to meet provincial quality assurance requirements and to support their ongoing rigour and coherence.

In academic years 2021-2023 a program review was scheduled for Master of Information Technology Security This is the third program review for this program. A timeline of the review is provided below.

<b>Program Review Timeline</b>	<b>Date</b>
Program Review start date:	Nov 24, 2021
Self-Study submitted/approved:	Nov 6, 2023
Site Visit:	March 5-6, 2024
External Reviewers Report received:	March 19, 2024
Program Response received:	Aug 8, 2024
Decanal Response received:	Nov 27, 2024

Based on the self-study, the reviewers were asked to consider the program's desire to create more opportunities for students to develop skills and expertise outside of the

deep mathematical science aspects of IS, to provide more opportunities for online and hybrid learning within the program, and to better respond to the unique enrollment challenges and opportunities posed by a very strong international market for the program.

The review consisted of two external reviewers. During the in-person site visit, the reviewers met with the following groups and individuals:

- Dr. Mary Bluechardt, Deputy Provost
- Dr. Carolyn MacGregor, Dean of the Faculty of Business and IT
- Dr. Mehdi Hossein-Nejad, Associate Dean of Faculty of Business and IT
- Dr. Stephen Marsh, Chair of Internal Assessment Team
- Members of the Internal Assessment Team
- Faculty, Staff and Students from the Faculty of Business and Information Technology
- Staff from the School of Graduate and Postdoctoral Studies
- Staff from International Student Services

The external reviewers identified twelve recommendations identifying specific steps to be taken to improve the program. Recommendations recognized the tremendous growth that the program has experienced to date, and the need to plan for and manage the potential for continued growth, particularly in the shifting international context. The prioritized list of recommendations is available in the Implementation Plan.

A Final Assessment Report (FAR) has been prepared to synthesize the reports and recommendations resulting from the review, identifying the strengths of the program as well as the opportunities for program improvement and enhancement. The Implementation Plan (IP) presents a timeline of the follow-up and resource requirements addressing the recommendations from the external reviewers' report. Both documents, accompanied by this Executive Summary (ES), were delivered to the appropriate standing committee of Academic Council (USC/GSC) and approved on **January 28, 2025**.

Governance	Document(s)	Type of review	Date
Faculty Council	IP	Feedback	December 3, 2024
Resource Committee	IP	Resource review	December 10, 2024
USC/GSC	FAR, ES, IP	Approval	January 28, 2025
Quality Council	FAR, ES, IP	QAF requirement	
Academic Council	ES, IP	For information	
Board of Governors	ES, IP	For information	
Corporate Website	ES, IP	QAF requirement	

**Due Date for 18-Month Follow-up Report: 24 November 2025**  
**Date of Next Cyclical Review: 2029 - 2031**  
**Timeframe for associated site visit: Fall 2030**



**IMPLEMENTATION PLAN**  
**November 2024**  
**Master of IT Security (MITS & MITS-AI)**  
**Program Review**  
**Dean: Dr. Carolyn McGregor AM**

The Implementation Plan is a critical outcome of the Cyclical Program Review process. The Dean solicits feedback on the Implementation Plan through Faculty Council and the plan is reviewed by the Provost, through the Resource Committee, to examine resource implications and allocations. A Final Assessment Report (FAR) and Executive Summary are prepared synthesizing the program review reports and responses, following review of the Implementation Plan by the Resource Committee. The plan proceeds through Ontario Tech’s governance process and is posted on the corporate website.

The table below presents a timeline of the follow-up and resource requirements addressing the recommendations from the external reviewers’ report.

	<b>Recommendation</b> <i>(corresponding # from reviewers’ report)</i>	<b>Action Item(s)</b>	<b>Specify role of person responsible</b>	<b>Timeline for action and monitoring</b>	<b>Resource Requirements</b>
1.	<i>The program should set up explicit growth plans, which in turn will help resource planning as needed. In particular, specific decisions should be made regarding the desired number of students to be admitted</i>	<i>Evaluate program size and propose growth plan for the 2 and 5 year horizons with contingency plans according to external trends.</i>	<i>MITS Program Director and Associate Dean Research and Graduate Studies</i>	<i>Initial report to Dean by May 2025 and then again in May 2026.</i>	<i>Information from the RO regarding international and domestic student trends</i>

	<i>into the program in 2 years or 5 years.</i>				
2.	<i>Address imbalance between number of domestic and international students and attract under-represented student groups</i>	<i>Promote the program to Ontario Tech Alumni</i>  <i>Explore marketing campaigns within the province and report options to Dean</i>  <i>Continue to consider EDI in attracting and accepting students</i>	<i>MITS Program Director and Associate Dean Research and Graduate Studies</i>  <i>Dean, DPO and MITS Program Director</i>  <i>MITS program director</i>	<i>Start in 2025-2026 application Cycle</i>  <i>Provide options to Dean by early 2025</i>  <i>Continuous</i>	<i>Collaboration with SGPS</i>  <i>Explore marketing budget and assistance from Communication and Marketing</i>  <i>N/A</i>
3.	<i>Additional staff and faculty members to support the program</i>	<i>Hire more faculty members to support the program</i>  <i>Hire an additional graduate program assistant</i>	<i>Dean</i>  <i>DPO</i>	<i>One TTT position hired in 2024. A TF position in Networking and IT Security being finalized for July 2025</i>  <i>Early 2025</i>	<i>Positions approved, 1 hired and 1 being finalized</i>  <i>Staff position approved</i>
4.	<i>Update labs used in the program (e.g., Hacker Lab)</i>	<i>Explore program needs for equipment and resources and report to the Dean for decision</i>	<i>MITS program director and DPO</i>	<i>2025-2026 academic year</i>	<i>Resources may be needed after needs are identified</i>

6.	<i>The MITS program should explicitly decide which areas it wants to specialize in for the future.</i>	<i>Evaluate current specializations and report on their performance and possible new specializations</i>	<i>MITS Program Director and Associate Dean Research and Graduate Studies</i>	<i>2026-2027 academic year (after we have a track record for the newer specializations)</i>	<i>Nothing immediate</i>
7.	<i>Better coordination between the program, the international office, and the Registrar's office to reduce the bottleneck in processing international student</i>	<i>Continue to work with the RO and SGPS to streamline application processing</i>  <i>Hire additional graduate program staff member at FBIT</i>	<i>MITS program director</i>  <i>DPO</i>	<i>Report on progress after 2025-2026 admission cycle</i>  <i>Early 2025</i>	<i>Information from the RO and SGPS, and collaboration on admission process with these 2 entities</i>  <i>Position approved</i>
8.	<i>Possible expansion of online offerings after careful planning and a mix of online and in-person options</i>	<i>Develop a plan for the 2025-2026 course offerings</i>	<i>MITS program director, DPO, APS</i>	<i>May 2025 for the 25-26 academic year and then May 2026 for the year after</i>	<i>Input from SGPS and RO regarding IRCC requirements for international students</i>
9.	<i>Program specific events to enable networking amongst students and with alumni</i>	<i>Plan networking and orientation events for the 2025-2026</i>	<i>MITS Program Director</i>	<i>Have plan ready for July 2025</i>	<i>Costs associated with hosting of events</i>
10.	<i>A better coordination with the CO-OP office, or assigning a dedicated person to help with student job placement, is needed</i>	<i>Develop a framework for coop and internship resources and support available to MITS students</i>	<i>MITS Program Director, Associate Dean Research and Graduate Studies, DPO, Director of Ontario Tech Experiential</i>	<i>Framework ready by December 2025</i>	<i>Support and resources needed from SGPS and Experiential Learning &amp; Career Services office based on new centralized model</i>

			<i>Learning &amp; Career Services</i>		
11.	<i>An Advisory Board should be reconstituted for the MITS program (with the original members or with new members) and should meet regularly.</i>	<i>Establish a new advisory board with clear mandate and meeting plans</i>	<i>MITS Program Director</i>	<i>Progress report by July 2025 and advisory board in place by January 2026</i>	<i>Nothing immediate</i>

\*The Dean shall be responsible for monitoring and reporting on the Implementation Plan.

### Recommendations not Addressed and Rationale

#	Recommendation not Addressed	Rationale
5.	<i>Offer longer term contracts to limited term contract faculty members</i>	<i>These forms of hiring are governed by the collective agreements that are in place within the university.</i>
12.	<i>Some recognition / compensation / incentive should be given to professors who choose to supervise Capstone projects.</i>	<i>This falls under the workload as detailed in the collective agreement. The current collective agreement ends Jun 30, 2025, so discussions over the new collective agreement are expected.</i>

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**Date of Next Cyclical Review: 2029-2031**