



Data Governance Education



Online Education • Certification • Enterprise Solutions

- Data Governance Fundamentals
- How to Deploy and Sustain Data Governance
- Data Stewardship Fundamentals
- Information Management Fundamentals
- Data Quality Fundamentals
- Data Governance for Business Leaders
- Data Governance for Data Stewards
- Crafting the Business Case for Data Quality
- Creating and Implementing a Data Strategy
- Root Cause Analysis
- Best Practices in Data Resource Management



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Data governance is a relatively young discipline that is in many respects still developing. The Data Governance Institute defines data governance as "a system of decision rights and accountabilities for information-related processes." This is a big step beyond the predecessor known as data administration. Moving from administration to governance broadens the scope and has implications for many aspects of data management including cost, value, quality, security, privacy, regulatory compliance, and maturity of data management practices.

Our Data Governance curriculum includes 11 online courses from world leading experts: Sid Adelman, Mike Brackett, Theresa Kushner, John Ladley, Tom Redman, Maria C. Villar, and Dave Wells. Our robust Certified Information Management Professional (CIMP) program builds upon education to certify knowledge and understanding of data governance. Finally, eLearningCurve's Enterprise Program is a flexible, scalable, cost-effective solution for teams and enterprises.

WHAT OUR CUSTOMERS ARE SAYING

"I am very impressed with the form, content, presentation quality and delivery format of the courses I have taken."

As a data practitioner with more than 10 years of experience in data strategy, architecture and standards in some global corporations I have come across quite a few on-line and classroom training course over the years. I have taken 6 courses on data quality, governance and strategy so far from eLearningCurve. I am very impressed with the form, content, presentation quality and delivery format of the courses I have taken so far. eLearningCurve has partnered with the best in the industry to develop a comprehensive curriculum. The courses are well designed and will be helpful for someone who is new to the data practice and experienced professionals who want to use these as refresher as well. I have no hesitation in saying that, these courses are one of the best in the industry I have seen so far.

Sumanda Basu, CIMP Ex - Data Governance, Data Quality, USA

CURRICULA AT-A-GLANCE

Full course descriptions begin on page 8.

Data Governance Fundamentals

Instructors: Maria C. Villar and Theresa Kushner

This 4-hour course provides an overview of the disciplines of governing data, covers the essential components of an enterprise-wide program, and outlines a roadmap to execute a successful data governance program. The course includes an extensive case study.

How to Deploy & Sustain Data Governance

Instructor: John Ladley

You have the green light to initiate a data governance program. You will be asking various constituents to alter behaviors, or respond to new policies. This 4.5 course will walk you through the various stages to start and roll out your data governance program, cover the significant steps, artifacts and crucial success factors.

Data Stewardship Fundamentals

Instructor: Maria C. Villar

Data Stewards are important leaders in information management programs. This 3.5-hour course provides an overview of the concepts and practices of data stewardship. It covers topics ranging from basic terminology to types of data stewards and their implementation roles and responsibilities.

Information Management Fundamentals

Instructor: Dave Wells

Information Management is a broad and diverse field that encompasses 14 distinct disciplines. Even seasoned IM professionals don't typically have knowledge of and experience in all of the disciplines. This 5.5-hour course provides a high-level view across the entire scope of IM.

Data Quality Fundamentals

Instructor: Dave Wells

Data quality is a large and complex field with many dimensions. This 4-hour course provides an overview of the field of data quality with the goal of building strong foundational knowledge, including terminology, concepts, principles, processes, and practices.

Data Governance for Business Leaders

Instructor: John Ladley

Most of the burden for data governance success falls on business users of information. This 3-hour course covers basic data governance concepts that business participants need to understand and describes the steps that they can take to make governance a successful business initiative.

Data Governance for Data Stewards

Instructors: M Villar, J Ladley & T Kushner

Understanding data governance fundamentals is essential to the success of data stewards. This 4.5 hour online training course provides an overview of data governance with the goal of building strong fundamental knowledge for data stewards. It covers the disciplines of governing data, the essential components and a roadmap to execution of a successful data governance program.

Crafting the Business Case for Data Quality

Instructor: Tom Redman

Bad data harms almost all organizations, adding cost to operations, angering customers, and increasing risk. This 3.5-hour course offers a comprehensive analysis of benefits of high-quality data and costs of poor data quality, capped with the process for developing and delivering a powerful and effective business case.

Creating and Implementing a Data Strategy

Instructor: Sid Adelman

Today, if most CIOs are asked about their data asset, most would be forced to respond that there is no inventory of data, little is known about the quality of the data, and "there is no plan for the productive use of this asset." This 3.5-hour course provides a plan to make effective use of the data.

Root Cause Analysis

Instructor: Dave Wells

Understanding why things happen is a fundamental management skill. Through this 4-hour course you will discover the art and science of knowing why. Learn to apply linear thinking, lateral thinking, systems thinking, and critical thinking – independently and in combination – to get to the core of even the most vexing problems.

Best Practices in Data Resource Management

Instructor: Mike Brackett

The data is one of the four critical resources in an organization, along with the financial resource, real property, and the human resource. This 3-hour course provides an in-depth analysis of the impact of data disparity on the organization, and outlines best practices for data resource management.



CIMP: Demonstrate Mastery. Achieve Success.

Certification is an important tool for job seekers and for employers seeking to hire the most qualified people. eLearningCurve offers a robust certification program, Certified Information Management Professional (CIMP) that builds upon education to certify knowledge and understanding of information management.

The CIMP – Data Governance designation makes a clear statement that you have learned from the industry leaders and have demonstrated thorough understanding of data governance by passing several challenging exams.

For the true experts and standard bearers in the industry we offer the second level of CIMP certification - **CIMP Ex**. To earn the CIMP Ex designation you must demonstrate a combination of great **Expertise**, **Experience**, and **Excellence**.

WHAT SETS CIMP APART?

Rigorous exam system: We go beyond the basics. Rather than testing for knowledge that any industry professional should know, CIMP exams test an in-depth knowledge, comprehensive understanding, and ability to apply various concepts to a problem. You can be proud of your achievement of the CIMP designation, and hiring managers can be sure they are getting a highly knowledgeable employee.

Education to support certification: We believe that the best way to ensure success is to combine meaningful industry experience with thorough academic study. To that end, CIMP exams are aligned with our courses, developed and taught by top industry educators and professionals.

Designed with busy, working professionals in mind: No time-consuming or costly travel is required to complete coursework or to take your CIMP examinations. All courses and exams are available online. All that's required of candidates is an internet connection and the desire to demonstrate mastery of data governance topics and achieve success.

HOW DO I ENROLL?

The most convenient and cost-efficient method to enroll in the CIMP program is with one of our Education Packages (see page 5 for details). Each package includes all courses and exams necessary to earn CIMP or CIMP Ex. Alternatively, you can enroll in courses one at a time.



For more information about CIMP, including customer stories on the Web visit <http://ecm.elearningcurve.com>.

EDUCATION PROGRAMS



We've made it easier than ever to get the comprehensive data governance education & certification you need at a great price!

Education Program packages allow you to purchase bundles of online data governance courses at a significant discount. Whether you are looking for a comprehensive data governance education covering all relevant topics, or want to focus on a specific topic or job role, there is a program for you.

CIMP Data Governance Program offers broad education in data governance capped off with the Certified Information Management Professional (CIMP) designation in the Data Governance track. The program includes five courses chosen from our data governance curriculum, including Data Governance Fundamentals and at least two other “core” courses. Students, their managers, or program sponsors may pick different course combinations that are most suitable to individual student’s roles and needs.

CIMP Ex Data Governance Program ensures thorough understanding of data governance expected from a true expert. The program includes all five “core” data governance courses and three elective courses, one of which can be chosen outside of the data governance curriculum. Upon completion of the program you will meet the academic requirements of the highest level of CIMP – CIMP Ex.

Data Governance and Data Quality disciplines are strongly interrelated. A true expert in one area would desire an in-depth knowledge in the other. The **CIMP Ex Data Quality & Governance Program** combines education in data governance and data quality. This program includes 10 courses and allows you to earn CIMP Ex in Data Governance track and CIMP in Data Quality track.

Data Governance expertise is also very important for data stewards. **CDS & CIMP Data Governance Program**, **CDS Ex and CIMP Data Governance Package** and **CDS Ex & CIMP Ex Data Governance Program** combine data governance education with comprehensive data stewardship education capped off with the **Certified Data Steward (CDS)** designation.

We recognize that everyone's needs are unique. If you cannot find a program for you, simply e-mail support@elearningcurve.com and tell us what you are looking for and we will tailor the program for your needs.

ENTERPRISE SOLUTIONS



Today more than ever companies are watching expenses and looking for ways to streamline processes, make training convenient, and create a consistent, scalable learning environment.

eLearningCurve Enterprise is a flexible, convenient, and cost-effective way to train your employees and ensure that all team members have access to data governance training they need when they need it. Whether your team or department work in the same office, or are on the other side of the world from each other, you can train them on time and on budget with eLearningCurve Enterprise.

Why eLearningCurve Enterprise?

- Comprehensive educational solution from a single provider
- Employees can take the courses they need when they need them
- Ensure all team members are trained to the same high standard
- Train employees no matter what their geographic location
- Employ a fully scalable education solution
- Minimize disruption to the business
- Maximize your employee training ROI
- Achieve 100% information comprehension
- Get "live" time with our instructors
- Stretch your training budget
- Get solutions for your specific needs

When you become an Enterprise customer we:

- Work with you to develop educational programs for different roles, positions, teams, departments
- Manage and track enrollment of all students in online classes and CIMP exams
- Track and report educational progress for each student
- Work with you to meet any specific educational needs, including:
 - Organize question and answer meetings (via Webinar) with course instructors for groups of students who complete online courses
 - Organize onsite sessions when appropriate, often for senior management.
 - Prioritize new course development, or customize existing courses, per customer needs
 - Create custom instances of our Learning Management System to reflect customer branding
 - Mount our online courses on the customer's Learning Management System

eLearningCurve Enterprise Benefits

PARTNERSHIP: *Comprehensive educational solution from a single provider.*

eLearningCurve will be your educational "partner-for-life" providing all employees with continuous information management education they need over the course of their careers. You can be sure that all employees, including new hires and transfers, come up to speed quickly and learn from a common state-of-the-art set of courses.

FLEXIBILITY: *Employees can take the courses they need when they need them.*

Educational needs vary from employee to employee and project to project. eLearningCurve's flexible program allows your employees to take the courses they need when they need them to best suit their role, projects, backgrounds or interests.

CONSISTENCY: *Ensure all team members are trained to the same high standard.* Train your existing team, and set up courses for new hires and transfers. Consider CIMP exams to verify that your employees utilize the same methodology, techniques, and terminology.

SCALABILITY: *Select an Education Partner who truly understands scalability.*

eLearningCurve Enterprise is 100% scalable. Roll out to a few employees, or your entire organization. If your team or department grows, it's no problem. Our solution can quickly and effortlessly accommodate groups of all sizes, even if they are geographically dispersed.

BREADTH: *Acquire comprehensive education and certification.*

We offer more than just a collection of courses, we offer information management education. Whether its data quality, data governance, MDM or another information management discipline or function we have you covered with a comprehensive set of courses, exams, and certification programs designed to impart knowledge, test understanding, and validate learning.

LOCATION: *Train employees no matter what their geographic location.*

Overcome geographical barriers to training. With eLearningCurve Enterprise you can train your entire team whether they are in the same office, or on the opposite sides of the world. Everyone can access our online courses from any place at any time.

LOGISTICS: *Minimize disruption to the business.*

It's not realistic for an entire department to take time off en masse for training. eLearningCurve's online format allows employees to study from their office or home, allocate full training days, or study an hour a day during lunch breaks.

ROI: *Maximize your employee training ROI.*

No need to worry about paying for flights, hotels and other travel expenses. 100% of what you spend goes towards learning, thus achieving top quality education at a fraction of the cost of in-person training.

RESULTS: *Achieve 100% information comprehension.*

Learn from top industry experts in data quality, data governance, master data management, data modeling, data warehousing, and business intelligence. Study at your own pace, listen to the material many times, and test your knowledge through CIMP certification exams.

SAVINGS: *Stretch your training budget.*

We offer various pricing options including volume discounts, pay-as-you-go model with increasing discounts, and other alternatives. We try to understand your needs and budget constraints, and meet them in the best way possible.

"LIVE" INTERACTION: *Spend time with our instructors.*

Arrange "live" Webinar sessions with the leading experts, practitioners, and educators, or purchase online/onsite training combination packages and get access to our education both online and "live" on-site.

CUSTOMIZATION: *Get solutions for your specific needs.*

Our Learning Management System can be customized to reflect your company's branding or we can mount our courses on your corporate LMS.

COURSE DESCRIPTIONS

Data Governance Fundamentals

Instructors: Theresa Kushner & Maria C. Villar

Duration: 4 hours

Data governance is an emerging, cross-functional management program that treats data as an enterprise asset. It includes the collection of policies, standards, processes, people, and technology essential to managing critical data to a set of goals.

Data governance also includes the oversight necessary to ensure compliance and to manage risk. A data governance program can be tailored to match an organization's culture, information maturity, priorities, and sponsorship.

This online training course provides an overview of the disciplines of governing data, covers the essential components of an enterprise-wide program, and outlines a roadmap to execute a successful data governance program. In addition to the extensive overview, the course makes data governance real and tangible by illustrating the concepts, principles, and practices using a case study of data governance in a customer intelligence initiative.

You will learn:

- What data should be governed
- Why data governance is important
- Basic concepts, principles, and practices of a data governance program
- Where and how to start a data governance program
- People and tools that enable a data governance program
- Techniques to measure success of a data governance program
- Governance of big data and cloud applications

This course is geared towards:

- Individuals who implement a data governance program
- Individuals who participate in a data governance program
- Business data stewards
- Information professionals who want to learn about this emerging area

Course Outline

About the Course (7 min)

Introduction to Data Governance (33 min)

- Data Governance 101
- Why Govern Data?
- What Data Should Be Governed?
- Business Drivers for Data Governance

Implementation Fundamentals (78 min)

- Selecting Data and Setting Goals
- Standards, Policies, Processes, People, and Technology
- Managing and Measuring Data Governance

Case Study (63 min)

Data Governance of Emerging Solutions (65 min)

- Big Data
- Cloud Applications

“The course is great and it added an important value to my experience and expertise.

Thank You.”

—Rachel Salamani, UAE

“I loved it. The pronunciation was more than excellent.”

—Juana Janett Alvarez Corona, Mexico

How to Deploy and Sustain Data Governance

Instructor: John Ladley

Duration: 4.5 hours

You have the green light to initiate a data governance program. Possibly it is part of a data quality or master data management initiative. Or you need to respond to a regulatory requirement. In any case you need to assemble a team and build a sustainable program that will define, design and implement data governance. You will be asking various constituents to alter behaviors, or respond to new policies. There are a lot of moving parts to be coordinated.

This online training course will walk you through the various stages to start, roll out, and sustain your data governance program. It will cover the significant steps, artifacts and crucial success factors.

You will learn:

- Essential building blocks and frameworks for data governance
- The crucial steps and artifacts required to design and deploy data governance
- Answers to common questions related to deploying data governance
- The steps to design and sustain the operating framework for data governance

This course is geared towards:

- Business management confronted with challenges where data quality, access to information, content regulations or similar situations seem to be at the root cause of the issues
- Information management leaders who are tasked with implementing an effective Data Governance Program
- Data stewards, data governance, and data quality professionals

Course Outline

About the Course (5 min)

Introduction (26 min)

- Review of Concepts
- A Day in the Life of Data Governance
- The "V"

Getting Started (50 min)

- Getting Approval
- Building the Design and Deployment Team
- Determining Scope
- Initiating the Design and Deployment Effort
- Assessing the Current State

Designing the Data Governance Program – Part 1 (46 min)

- Establish a Vision
- Establish Alignment and Business Value

Designing the Data Governance Program – Part 2 (67 min)

- Design the Functional Model (Evolve the "V")
- Design the Operating Framework for Data Governance

Deploying the Data Governance Program (43 min)

- Roll Out and Deployment
- Sustaining the Data Governance Program
- Overview of Sample Artifacts for Managing Data Governance

Challenges and Responses to a Sustainable DG Program (32 min)

- Organization Change Management Primer
- Looking at the Elephants in the Room
- Sample Cases of Data Governance Efforts

“A fine culmination course for a Data Governance track! I appreciated the revisiting of basic but very important “gotchas” relative to the development and roll-out of a Data Governance program.”
— Elliot Frankel, USA

Data Stewardship Fundamentals

Instructor: Maria C. Villar

Duration: 3 hours, 40 minutes

Data Stewards are important leaders in a company's information management program. While these roles have existed for some time, data stewards are growing in importance and numbers. As companies tackle data governance initiatives brought on by regulatory demands and the business need for higher confidence and transparency of data, the role of data steward becomes increasingly important. As stewards for the company's data, these leaders are accountable for the data strategy, definition, requirements, and quality of the data under their stewardship. Data stewards will think and act broadly, operating "in service" rather than in "control" of their data. They possess a combination of business and technical experience, knowledge and strong personal attributes to carry on these responsibilities.

This online training course provides an overview of the concepts and practices of data stewardship. It covers fundamental topics ranging from definitions, terminology and types of data stewards to more in-depth implementation role and responsibilities topics. The final module of the course provides helpful tips and techniques to get started and be successful.

You will learn:

- Why data stewards are important
- Different types of data stewards and reporting structures
- Attributes, knowledge and experiences of successful stewards
- Implementation roles and responsibilities
- Basic concepts, principles, and practices of a data stewardship program
- Helpful tips and techniques to get started
- Success factors and derailers
- Why changing the data culture is important

This course is geared towards:

- Data stewards
- Business or IT professionals working with data stewards
- Leaders in an information management program
- Participants in an information management program
- Information management professionals who want to understand this important role

Course Outline

About the Course (7 min)

Data Stewardship Basics (69 min)

- What is Data Steward?
- What Does "Stewardship" Mean
- Why a Data Steward?
- Creating Data Stewards
- Types of Data Stewards
- Reporting Considerations
- Attributes of a Data Steward
- Other Important Data Roles
- Data Terminology a Steward Should Know
- Roles and Responsibilities of a Data Steward

Implementation Fundamentals (87 min)

- Data Stewardship and Data Strategy
- Data Stewardship and Data Classification
- Data Quality Management Overview
- Contributors to Data Quality
- Data Quality Metrics
- Data Stewardship and Data Quality
- Data Stewardship and Business Processes
- Data Stewardship and Data Acquisition
- Data Stewardship and Data Modeling
- Data Stewardship and IT Management
- Data Stewardship and Data Operations
- Data Stewardship and Change Management
- Data Stewardship and Data Governance

Tips & Techniques (59 min)

- Getting Started
- Create a Data Culture
- 10 Keys to Being a Successful Steward
- De-railers to Data Stewardship
- Case Studies
- What does Great Data Management Look Like?

“I am on the ground floor of learning about Data Stewardship and Governance. This course was excellent. Clear, concise when needed and expanded when needed.”
—Michelle Luna, USA

Information Management Fundamentals

Instructors: Dave Wells

Duration: 5 hours, 20 minutes

Information Management (IM) is a broad and diverse field that encompasses fourteen distinct disciplines. The abundance of disciplines and the dependencies among them make IM a complex field but one that is rich with opportunities. To understand the full scope of information management you need to know something about topics that range from data modeling to predictive analytics.

For those who are just starting and IM career the scope and complexity can be somewhat daunting. Even seasoned IM professionals don't typically have knowledge of and experience in all of the disciplines.

This online training course provides a high-level view across the entire scope of information management: What are the disciplines and how do they fit together.

You will learn:

- The broad scope of information management including fourteen disciplines
- The dependencies that exist among information management disciplines
- The “what, why, and who” for each of the IM disciplines
- The people, process and technology factors of each IM discipline
- Several roles and opportunities for IM professionals

This course is well-suited to anyone who:

- Is interested to learn the basics of IM
- Works in a specific area of information management and needs to learn about related IM disciplines and practices
- Is preparing for in-depth IM study
- Needs to understand IM to be more effective in business or IT management

“Mr. Wells delivery of the material was excellent. I appreciated both the Review slides and the summary slides. Very well done!”

—Christopher Corrigan, USA

Course Outline

About the Course (8 min)

Information Management Overview (25 min)

- Information Management Defined
- The Scope of Information Management

Data Modeling and Metadata Management (63 min)

- Understanding the Data
- Data Modeling
- Metadata Management

Content Management and Enterprise Information Management (59 min)

- Information Supply and Demand
- Content Management
- Enterprise Information Management

Data Quality and Data Governance (57 min)

- Data Utility
- Data Quality
- Data Governance

Data Integration, Data Warehousing, and MDM (60 min)

- Data Resource Consolidation
- Data Integration
- Data Warehousing
- Master Data Management

Business Intelligence, Business Analytics, and Performance Management (34 min)

- Applied Information
- Business Intelligence
- Business Analytics
- Performance Management

Data Mining and Predictive Analytics (14 min)

- Discovery and Inference
- Data Mining and Predictive Analytics
- Information Management Professionals

Data Quality Fundamentals

Instructor: Dave Wells

Duration: 4 hours

Data quality is a large and complex field with many dimensions. Every data quality practitioner needs a foundation of concepts, principles, and terminology that are common in quality management. Building upon that foundation, they need to understand how quality management concepts and principles are applied to data, as well as the language and terminology that specifically apply to data quality.

This online training course provides an overview of the field of data quality with the goal of building strong foundational knowledge.

You will learn:

- Basic concepts, principles, and practices of quality management
- General quality management terminology
- Data-specific quality management terminology
- How quality management principles are applied to data

This course is geared towards individuals who:

- Are getting started in the data quality field
- Are preparing for in-depth study of data quality and needs to start with the basics
- Work with data quality professionals and needs to understand what they do
- Need to "speak the data quality language"

Course Outline

About the Course (5 min)

Quality Basics (30 min)

- Quality Basics
- Quality Defined
- Quality and Defects
- Quality Economics

Quality Management (93 min)

- Quality Management Practices
- Quality Management Gurus
- Quality Management Methodologies
- Related Disciplines
- Measurement and Standards

Data Quality Basics (45 min)

- Data Quality Defined
- Data and Purpose
- Dimensions of Data Quality

Data Quality Management (74 min)

- Data Quality Processes
- Data Quality Techniques
- Data Quality Tools and Technology
- Data Quality Projects
- Building-In Data Quality
- Data Quality Organizations

“I thought the Data Quality Fundamentals was one of the best presented so far. I would recommend you expand it more into concepts of Service Oriented Architecture (SOA) in addition to the ETL content provided.”

—Robert Carlson, USA

“I really liked the short examples about some topics, to give an easily understandable meaning to remember. Maybe the course may have a few more, if possible.”

—Szabolcs Almasi, Hungary

Data Governance for Business Leaders

Instructor: John Ladley

Duration: 3 hours

Corporate data and information require governance. Without governance the promised benefits of information assets cannot occur.

Most of the burden for data governance success falls on business users of information. Business personnel must learn to be stewards, owners, and change agents while still accomplishing their day-to-day responsibilities. Many information management and governance initiatives originate in business areas, but the realities of sustaining governance need to be fully understood before real change occurs.

This course covers basic governance concepts that business participants need to understand and describes the steps that they can take to make governance a successful business initiative.

You will learn to:

- Build a relevant business case for data governance
- Talk with business leadership
- Design governance teams and projects
- Sustain governance through measurements

This course is geared towards:

- Anyone burdened with poor data quality
- Business people in charge of data quality initiatives
- Data owners and data stewards
- Data governance managers
- Data quality or governance professionals who need to gain business support

Course Outline

About the Course (5 min)

Introduction (36 min)

- Positioning - A Letter to the CEO
- What is Governance?
- Sample Definitions of Data Governance
- Building Blocks of Sustainable Data Governance
- Functions and Challenges of Data Governance

Designing Sustainable Data Governance Program (64 min)

- A Relevant Business Case
- Communications with Business Leadership
- Principles, Policies and Standards

Designing & Sustaining Data Governance Organization (64 min)

- Designing Data Governance Team
- Metrics for Sustaining Data Governance
- Culture Change Management

**“Very good speaker; really triggers interest. Thanks.”
—Rita Van Gorp, Belgium**

**“What an excellent course! I was very pleased to see the material presented conceptually, which I feel is the approach most portable for ready application in the real world. John Ladley’s presentation style is as comfortable and accessible as could be.”
—Elliot Frankel, USA**

Instructor: M Villar, J Ladley & T Kushner

Duration: 4 hours, 30 minutes

Data governance is a cross-functional management program that treats data as an enterprise asset. It includes the collection of policies, standards, processes, people, and technology essential to managing critical data to a set of goals. Understanding data governance fundamentals is essential to the success of data stewards.

This online training course provides an overview of data governance with the goal of building strong fundamental knowledge for data stewards. It covers the disciplines of governing data, the essential components and a roadmap to execution of a successful data governance program.

You will learn:

- what data should be governed
- why data governance is important
- basic concepts, principles, and practices of a data governance program
- where and how to start a data governance program
- people and tools that enable a data governance program
- techniques to measure success of a data governance program
- data governance of emerging data solutions - Big Data and Cloud Applications

This course is geared towards:

- data stewards
- business or IT professionals who want to become data stewards
- business or IT counterparts working with data stewards
- information management professionals who want to learn about data governance

Introduction to Data Governance (26 min)

- What Is Data Governance?
- Not a One Size Fits All Program
- Enterprise Data Governance
- What Aspects of Data Can Be Governed?
- Why Govern Data?
- What Data Should Be Governed?
- Types of Data Governance Programs
- Business Drivers for Data Governance

Data Governance Implementation Fundamentals (59 min)

- Selecting Data and Setting Goals
- Policies and Standards
- Data Governance and IT Processes
- Data Governance and Business Processes
- People in Data Governance
- Managing and Measuring Data Governance

Designing Sustainable Data Governance Program (55 min)

- Data Governance and Enterprise Information Management (EIM)
- The Context of EIM
- Building Blocks of EIM
- Components of Governance
- Building Blocks of Governance
- The Data Governance Team
- Metrics for Sustaining Data Governance
- Culture Change Management

Data Governance of Emerging Solutions (66 min)

- Big Data
- Cloud Applications

Case Study (59 min)

Crafting the Business Case for Data Quality

Instructor: Tom Redman

Duration: 3 hours, 30 minutes

Bad data harms almost all organizations, adding cost to operations, angering customers, increasing risk, and making it more difficult to craft and execute strategy. Good business cases help build support for the hard work needed to improve.

Two important components of a business case are Business Benefits and a Cost-of-Poor-Data-Quality (COPDQ) analysis. To be clear, assigning dollar values to some benefits and costs is extremely difficult. As Dr. Deming observed, "the true costs of poor quality are unknown and unknowable." Dr. Deming was referring specifically to manufacturing but, so far anyway, his insights have proven true for quantifying the cost of poor data as well.

Critically a good business case engages both "the head and the heart," narrowing the focus to the benefits and costs that have the greatest logical and emotional appeal to the organization. For example, a company pursuing a strategy of customer intimacy may be far more concerned about costs associated with customer anger than increased operational costs. Finally, the business case must be sold in powerful ways.

This online training course offers a comprehensive analysis of benefits of high-quality data and costs of poor data quality, capped with the detailed process for developing and delivering a powerful business case.

You will learn to:

- Think through both the benefits of high-quality data and the costs of poor quality
- Distinguish costs that are estimable from those that cannot
- Perform cost-of-poor-data-quality analysis
- Create a business case for data quality that engages both "the head" and "the heart"
- Deliver and sell business case for quality

This course is geared towards:

- Those tasked with getting a data quality program started, or advancing an existing program
- Those who must build support for their data quality efforts
- Those seeking to advance data quality in the face of indifference, tight budgets, opposition, etc
- Data stewards and data quality professionals who want to better understand costs and benefits of data quality

Course Outline

About the Course (9 min)

The Benefits of High-Quality Data (62 min)

- Advantages of High-Quality Data
- Data Quality in the [Not Too Distant] Future
- Putting Data to Work and Data Quality
- Special Properties of Data and Data Quality

The High Costs of Poor Data Quality (101 min)

- The Range of Impact due to Bad Data
- Data Quality Defined
- Operations' Perspective
- Decision Maker's Perspective
- Technologist's Perspective
- Risk Perspective
- Societal (Taguchi) Perspective
- Customer Perspective
- Regulator's Perspective
- Lost Opportunity Costs
- Marketplace Perspective

Building Business Case for Data Quality (43 min)

- Key Messages
- Developing the Business Case
- Influencing Factors
- Areas of Focus
- Assemble Current State
- Propose Improvement Targets
- Before and After Picture
- Assemble the Business Case
- Expect Objections
- A Final Note

"This has helped me improve my knowledge with regards to data quality. And this for sure will help me with my current role as a Sr. Process Specialist."

—Ayesha Hayag, Philippines

Creating and Implementing a Data Strategy

Instructor: Sid Adelman

Duration: 3 hours, 30 minutes

Very few organizations, large or small, have a well-defined data strategy. In most organizations, the value of data is not well understood. Data is considered the province of the department that creates it and this data is often jealously guarded by that department. Data is usually addressed on a piecemeal basis. Rarely do organizations work from the big picture and as a result sub-optimize solutions, introduce programs which may have an deleterious effect on the overall enterprise, and cause inconsistencies that result in major efforts for interfacing or develop systems that cannot be easily integrated

Not having a data strategy is analogous to a company allowing each department and each person within each department to develop their own chart of accounts. The chaos without a data strategy is not as obvious, but the indicators abound: dirty data, redundant data, inconsistent data, and users who are becoming increasingly dissatisfied with the performance of IT. Without a data strategy, the people within the organization have no guidelines for making the decisions that are absolutely crucial to the success of the IT organization.

Data is a key asset for most organizations. This online training course teaches how to create and implement a solid data strategy and make effective use of this asset.

You will learn to:

- Capitalize on your data asset
- Get control of your data
- Determine which data is important
- Provide an appropriate organization to support data
- Sell the data strategy to your management
- Plan & implement a data strategy in your organization

This course is geared towards:

- Data stewards & owners
- DBA managers
- Application developers
- CTOs

Course Outline

About the Course (8 min)

Introduction to Data Strategy (35 min)

- Components of a Data Strategy
- Why have a Data Strategy?
- Data in a Typical Organization
- Gain Control
- Support the IT Strategy
- Data in the Dark Ages
- Enlightened Organization
- Critical Success Factors
- How to Implement a Data Strategy
- Best Practices

Data (66 min)

- Data Quality
- Metadata
- Information Integration
- Data Warehouse & Business Intelligence

Organization & Technology (64 min)

- Roles and Responsibilities
- Data Ownership
- Security & Privacy
- Product Requirements & Standards
- Performance & Measurement

Conclusions (40 min)

- Best Practices
- How to Implement a Data Strategy?
- Data Strategy PowerPoint Deck
- Additional Materials
- The Final Word

“This guy does a great real-world, practical approach. Great stuff!”

—Kerry Thomas, USA

Root Cause Analysis

Instructor: Dave Wells

Duration: 3 hours, 45 minutes

Understanding why things happen is a fundamental management skill. For anyone who is challenged to manage data quality, business processes, or people and organizations, finding root causes is an essential skill. Understanding why is the key to knowing what to do – the core of sound decision making. But cause-and-effect relationships are elusive. Real causes are often difficult to find so we settle for easy answers. This leads to fixing symptoms rather than to solving problems, and to little or no gain where opportunity is abundant.

Root cause analysis is the alternative to easy answers. Looking beyond the apparent and obvious to find real causes brings insight and sows the seeds of foresight. Through this online training course you will discover the art and science of knowing why. Learn to apply linear thinking, lateral thinking, systems thinking, and critical thinking – independently and in combination – to get to the core of even the most vexing problems.

You will learn to:

- Recognize and avoid logical fallacies
- Identify and distinguish between correlation, coincidence, and cause
- Perform fast and light causal analysis using the “5 whys” technique
- Explore linear cause-and-effect chains with fishbone diagramming
- Describe complex cause-effect networks with causal loop models
- Challenge and refine linear and loop models with lateral and critical thinking techniques
- Apply root cause analysis to effectively manage quality, processes, and organizations

This course is geared towards:

- Data quality professionals and practitioners
- Quality management and quality improvement professionals
- Business analysts and business analytics professionals
- Managers and problem-solvers seeking insight and confidence in decision making
- Anyone responsible to manage data, information, people, process, or technology

Course Outline

About the Course (5 min)

The Nature of Cause and Effect (23 min)

- Definitions and Distinctions
- A First Look at Cause and Effect Models
- Cause and Effect Misconceptions

RCA Concepts and Principles (22 Min)

- The Purpose of RCA
- The Process of RCA
- Practical Application

Basic Causal Modeling Techniques (55 min)

- The Five Why's Method
- Fishbone Diagramming
- Five Why's and Fishbone Together

Complex Causal Modeling Techniques (61 min)

- Systems Thinking Concepts
- Causal Loop Models
- System Archetypes

Verifying Cause and Effect Conclusions (57 min)

- Nonsense and Logical Fallacies
- Fallacies and Thinking Styles
- Critical Thinking
- Lateral Thinking
- Course Summary
- Final Thoughts

“I loved the presentation and how David Wells provided the information. When I first looked at the power point slide deck, I was thinking... oh my this is going to take some studying. I was pleasantly surprised with how I was able to follow along.”

—Donna Graves, USA

Best Practices in Data Resource Management

Instructor: Mike Brackett

Duration: 3 hours

Data is one of the four critical resources in an organization, equivalent with the financial resource, real property, and the human resource. Yet most organizations fail to manage the data with the same priority, discipline, and attention that is applied to the other critical resource. The time for disciplined management of the data resource is long overdue.

Most public and private sector organizations face many challenges with burgeoning quantities of disparate data. These disparate data are not well understood, have high redundancy, are not consistent, have low quality, and fail to adequately support the organization's business information demand. The only way to resolve this situation is to thoroughly understand how and why disparate data are created, and how those problems can be resolved.

This online training course begins with common definitions of data disparity and its impact on the organization, and proceeds to describe 10 sets of bad habits and good practices related to the architecture and governance components of data resource management.

You will learn:

- To define and identify disparate data
- To identify the impact of disparate data How to define, identify, and manage data resource quality
- The common problems with the architecture and governance of the data resource
- The best practices to solve these architecture and governance problems

This course is geared towards:

- Anyone who has responsibility for the architecture or governance of the data resource
- Data resource quality practitioners at all levels
- Business executives who struggle with the business impacts of poor quality data
- IT managers who are challenged to deliver reliable and trusted data to support the business information demand
- Data and information system architects who need to break the cycle of disparate data creation

Course Outline

About the Course (5 min)

Introduction (26 min)

- Current Situation
- Halting Data Disparity

Architecture (93 min)

- Data Names
- Data Definitions
- Data Structures
- Data Integrity Rules
- Data Documentation

Governance (53 min)

- Data Orientation
- Data Availability
- Data Responsibility
- Data Vision
- Data Recognition

Conclusion (9 min)

“A wonderful course, helping bridge the gap between "common sense" and "common practice". If only more people would take this course!”

—Philip Perucci, USA

“Very interesting course with lots of useful information. Great to have a notes booklet with only two slides per page and plenty of room for taking notes. Great that the slides were very extensive and self-explanatory.”

—Helle Lindsted, Denmark

OUR INSTRUCTORS

Sid Adelman

Sid Adelman is a principal in Sid Adelman & Associates, an organization specializing in assessing existing data warehouses, planning and implementing data warehouses and in establishing effective data architectures and data strategies. He consulted with financial institutions, transportation, utilities, governmental authorities, manufacturing companies, insurance companies, and organizations in the health care industry. Sid has been involved with data warehousing before the term itself was coined.

Mike Brackett

Mike Brackett has been in the data management field for over 40 years, during which he developed many concepts and techniques for designing applications and managing data resources. He is the originator of the common data architecture concept, the data resource framework, the data naming taxonomy, the five-tier five-schema concept, the data rule concept, the BI value chain, the data resource data concept, and the architecture-driven data model concept, and new techniques for understanding and integrating disparate data.

Theresa Kushner

Theresa Kushner is presently the Vice President of Enterprise Information Management for VMware, Palo Alto. She joined in October 2012 to help the fast growing software company develop a firm data foundation on which to build their future business. Before joining VMware she was the Director of Customer Intelligence within the Strategic Marketing organization of Cisco Systems.

John Ladley

John Ladley is a business technology thought leader with 30 years' experience in project management, improving IT organizations and successful implementation of information systems. John is a widely-known data warehouse pioneer and a recognized authority in the use and implementation of business intelligence and enterprise information management. He is currently President of IMCue Solutions, a firm focused on improving client's balance sheets and competitiveness through enterprise information management.

Maria C. Villar

Maria C. Villar is a leader, consultant and writer in the field of enterprise information management, IT management and software development. She has held senior executive positions in both the technology and financial sector. Maria holds a bachelor in Computer Science and graduate degrees in Management Information Systems and Business Administration. Maria has guest lectured on the topic of IT and information management in leading universities, industry conferences and Fortune 500 companies across the country.

Tom Redman

Dr. Thomas C. Redman (the Data Doc) is an innovator, advisor, and teacher. He was first to extend quality principles to data and information, in the late 80s. Since then he has crystallized a body of tools, techniques, roadmaps, and organizational insights that help organizations make order-of-magnitude improvements. He is a sought-after lecturer and the author of dozens of papers and four books. The most recent, *Data Driven: Profiting from Your Most Important Business Asset* (Harvard Business Press, 2008) was a Library Journal best buy of 2008. Tom holds a Ph.D. in statistics from Florida State University.

Dave Wells

Dave Wells is a consultant, teacher, and practitioner in the field of information management. He brings to every endeavor a unique and balanced perspective about the relationships of business and technology. This perspective—refined through a career of more than thirty-five years that encompassed both business and technical roles—helps to align business and information technology in the most effective ways. Dave is a frequent contributor to trade publications and is a co-author of the book *BI Strategy: How to Create and Document*. He also speaks at a variety of industry events.

OUR CUSTOMERS

E-LearningCurve has over 2,500 students in 70+ countries around the globe. Our enterprise customers include numerous Fortune 500 and Global 1,000 companies as well as governmental institutions in various countries.



CUSTOMER STORIES

“I feel the CIMP certification gives me the foundation I need to be highly successful.”

I recently received my CIMP certification in Data Governance from eLearning Curve. I found all the classes to be of high quality and loaded with plenty of content. I thought the material was well presented and I give high marks to all the instructors for their subject matter knowledge and delivery style. Not having had any formal training in Data Governance, I feel the CIMP certification gives me the foundation I need to be highly successful in my current role. I look forward to utilizing what I have learned as I continue my career path as a Data Governance professional. I would recommend eLearning Curve’s CIMP- Data Governance certification to anyone who wishes to learn more about Data Governance or wants to pursue a career in Data Governance.

Steve DelBianco, CIMP – Data Governance, USA

“I would highly recommend this program to people related to data management, no matter how experienced they are.”

I recently received my CIMP certification in Data Governance from eLearningCurve. I’m just starting an effort to implement Data Governance and Data Quality practice, so I found it very useful, since I had never had a formal training in Data Management. I found all the classes to be of high quality, with very talented instructors. These courses allowed me to have a common language with data experienced people in my organization who are also taking this certification. I would highly recommend this program to people related to data management, no matter how experienced they are.

Marilu Lopez, CIMP - Data Governance, Data Quality, Mexico

“I am very impressed with the form, content, presentation quality and delivery format of the courses I have taken.”

As a data practitioner with more than 10 years of experience in data strategy, architecture and standards in some global corporations I have come across quite a few on-line and classroom training course over the years. I have taken 6 courses on data quality, governance and strategy so far from eLearningCurve. I am very impressed with the form, content, presentation quality and delivery format of the courses I have taken so far. eLearningCurve has partnered with the best in the industry to develop a comprehensive curriculum. The courses are well designed and will be helpful for someone who is new to the data practice and experienced professionals who want to use these as refresher as well. I have no hesitation in saying that, these courses are one of the best in the industry I have seen so far.

Sumanda Basu, CIMP - Data Governance, Data Quality, USA

“I particularly liked the depth of the courses which even went into the financial aspect of projects, business cases, benefits, etc.”

I recently certified in CIMP Data Governance with eLearningCurve. My role is primarily BI-focused but more and more we are focusing on data governance and MDM. The courses gave me the bridge I needed to understand the wider sense of data governance and MDM and how we can implement such initiatives in our business.

I particularly liked the depth of the courses which even went into the financial aspect of projects, business cases, benefits, etc. This is always a barrier to getting projects approved. I would certainly recommend this certification path to anyone thinking about or embarking on such projects.

Justin Warburton, CIMP – Data Governance, United Kingdom

“Having the formal training allows me to perform my Data Governance job with confidence.”

I just completed my CIMP certification in Data Governance. I was impressed with the course content, the tests were very helpful to reinforce the content. It reinforced where we stand in connection with Data Governance, Data Stewardship, Data Quality and Information Management.

Having the formal training allows me to perform my Data Governance job with confidence. I would recommend this course to anyone performing Data Stewardship, Data Quality or Data Governance roles.

Kimberly Herron Farmer, CIMP - Data Governance, USA

“The fact you can take these classes at anytime from anywhere are very helpful to fit into busy agendas.”

Just received my CIMP certification in Data Governance from eLearningCurve. I am now embarking for the second level of CIMP – CIMP Ex, as these courses triggered my learning appetite and will be very useful in my next career path. The fact you can take these classes at anytime from anywhere are very helpful to fit into busy agendas. I would highly recommend eLearningCurve to anyone looking for a greater understanding of the data profession.

Rita Van Gorp, CIMP Ex - IM Foundations, CIMP - Data Governance, Belgium

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DATA GOVERNANCE COURSE PRICING

Education Packages	Price
CIMP Data Governance Package.....	\$1,795.00
CIMP Ex Data Governance Package.....	\$2,695.00
CIMP Ex Data Quality & Governance Package.....	\$3,395.00
CDS + CIMP Data Governance Package.....	\$1,895.00
CDS Ex + CIMP Data Governance Package.....	\$2,595.00
CDS Ex + CIMP Ex Data Governance Package.....	\$2,995.00

Individual Courses

Best Practices in Data Resource Management.....	\$305.00
Crafting the Business Case for Data Quality.....	\$355.00
Creating and Implementing Data Strategy.....	\$350.00
Data Governance for Business Leaders.....	\$285.00
Data Governance for Data Stewards.....	\$455.00
Data Governance Fundamentals.....	\$410.00
Data Quality Fundamentals.....	\$400.00
Data Stewardship Fundamentals.....	\$370.00
How to Deploy and Sustain Data Governance.....	\$450.00
Information Management Fundamentals.....	\$530.00
Root Cause Analysis.....	\$370.00

Exams

Exam for each course.....	\$80.00
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About eLearningCurve

eLearningCurve offers comprehensive online education programs in various disciplines of information management. With eLearningCurve, you can take the courses you need when you need them from any place at any time. Study at your own pace, listen to the material many times, and test your knowledge through online exams to ensure maximum information comprehension and retention.

eLearningCurve also offers two robust certification programs: CIMP & CDS. Certified Information Management Professional (CIMP) builds upon education to certify knowledge and understanding of information management. Certified Data Steward (CDS) is a role-based certification designed for the fast growing data stewardship profession.

Finally, eLearningCurve's Enterprise Program is a flexible, scalable, cost-effective solution for teams and enterprises.