Certified Data Steward Program

Education and Certification for Data Stewards

- Increase your potential for success
- Open up new career opportunities
- Signal to employers you are dedicated
- Gain confidence in your skills and abilities
- Demonstrate a thorough understanding of data stewardship
ABOUT THE CDS PROGRAM

Data Stewards are important leaders in a company's information management program. As companies tackle data governance and data quality initiatives brought on by regulatory demands and the business need for higher confidence and transparency of data, the role of a 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. While data stewards usually do not personally run data governance, data quality, or metadata management programs, they must possess knowledge in all these and many other information management disciplines to effectively perform their duties.

The mission of the Certified Data Steward (CDS) Program is to formalize the role of data stewardship and to drive recognition of data steward as a professional designation. To fulfill this purpose, CDS is committed to these goals:

- Define, manage, and publish a comprehensive Data Stewardship Body of Knowledge (DSBOK)
- Identify the skills essential for data stewards and the resources through which those skills can be developed
- Offer comprehensive education in all areas of DSBOK
- Evaluate individual’s capabilities through a comprehensive examination and experience review
- Recognize individuals who have met the requirements with the professional designation Certified Data Steward

The CDS designation makes a clear statement that you have learned from the industry leaders and demonstrated both depth of understanding and the skills to apply concepts, techniques, and practices of data stewardship, data quality, data governance, metadata management, and master data management.
The Data Stewardship Body of Knowledge (DSBOK) is a structured comprehensive list of topics comprising the data stewardship professional domain. It was created in collaboration between the leading experts and educators in the field and members of the CDS Advisory Council under the leadership of Arkady Maydanchik, Maria C Villar, and David Wells.

Presented below is an outline of the DSBOK. Click on the link to the right to download the complete document.

1. Data Stewardship Fundamentals
   1.1. Definitions
   1.2. Data Stewardship Organizations
   1.3. Data Steward Characteristics

2. Data Management Processes
   2.1. Architectural Processes
   2.2. Utilization Processes (CRUD)
   2.3. Custodial Processes

3. Information Management Concepts
   3.1. Types of Data and Information
   3.2. Types of Data Stores
   3.3. Common Uses of Data
   3.4. Business Data Flow
   3.5. Information Management Disciplines

4. Data Quality
   4.1. Quality Management Basics
   4.2. Data Quality Concepts and Principles
   4.3. Data Quality Dimensions
   4.4. Data Quality Processes and Projects
   4.5. Data Quality in IT Processes and Projects

5. Data Governance
   5.1. Data Governance Basics
   5.2. Components of Data Governance
   5.3. Data Governance Programs
   5.4. Executing Data Governance

6. Metadata Management
   6.1. Metadata Concepts
   6.2. Data Modeling
   6.3. Data Profiling

7. Master Data Management
   7.1. Master Data Management Basics
   7.2. Data Parsing, Matching, and De-Duplication
   7.3. External Reference Data
   7.4. Global Data

Download the complete BOK here.
The CDS Program is broken into five areas, or credits, which together cover the Data Stewardship Body of Knowledge. There are two ways to earn each CDS credit. First, you can successfully complete a CDS course specifically designed for each credit (see the middle column in the chart below). Alternatively, you can complete a combination of CIMP courses (see the right column in the chart below). The second option is preferable for those who seek both, CDS and CIMP designations.

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To earn **Certified Data Steward (CDS)** designation you must earn three CDS credits, including Data Stewardship Core credit and either Data Quality or Data Governance credit.

**CDS Ex** goes beyond CDS to indicate that you are a true standard bearer in the data stewardship profession. To earn the CDS Ex designation you must earn all 5 CDS credits and demonstrate further in-depth expertise in data quality or data governance by earning CIMP designation in Data Quality or Data Governance tracks and have at least 5 years of work experience in a data-related job role.

Some professionals, in particular business managers, data owners, subject matter experts, as well as IT and business counterparts of data stewards, do not need in-depth stewardship knowledge but would benefit from knowing the foundations of data stewardship. For these professionals, we offer the **CDS Associate** level of CDS certification. To become CDS Associate you must earn CDS Data Stewardship Core credit.
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 information management 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 eLearningCurve Enterprise Customer

We’ll work with you to develop educational programs for different roles, positions, teams, departments, and manage and track enrollment of all students in online classes and CIMP exams. We’ll rack and report educational progress for each student and work with you to meet any specific educational needs.
ELEARNINGCURVE ENTERPRISE BENEFITS

PARTNERSHIP: Comprehensive educational solution from a single provider.
We’ll be your educational “partner-for-life” providing employees with continuous information management education they need over the course of their careers.

FLEXIBILITY: Employees can take the courses they need when they need them.
Our flexible program allows 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. Roll out to a few employees, or your entire organization. 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 a full information management education. We have you covered with a comprehensive set of courses, exams, and certifications designed to impart knowledge, test understanding, and validate learning.

LOCATION: Train employees no matter what their geographic location.
Overcome geographical barriers to training. 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.
Our 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 information management topics. 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.
Organize question and answer meetings (via Webinar) with course instructors for groups of students who complete online courses.

CUSTOMER COURSEWARE: Get solutions for your specific needs.
We recognize the information management field is broad and we may not have all the training you need. Tell us which courses your organization needs the most. We’ll work with top instructors in the industry to meet your needs in the most expedient manner.
Data Stewardship Core
Instructors: Maria C Villar and David Wells
Duration: 5 hours, 30 minutes

Data Stewards are important leaders in a company's information management program. 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 Stewards becomes increasingly important. Data Stewards are accountable for the data strategy, definition, requirements, and quality of the data. To be effective in their duties, Data Stewards must understand how the data is created, stored, manipulated, moved about, and used. And, while data stewards usually do not personally run data governance, data quality, or metadata management programs, they must possess knowledge in all these, and many other information management disciplines.

The objective of this online training course is to build a foundation of knowledge for the Data stewards. It covers fundamentals of data stewardship: who are the data stewards, what they do, what are their responsibilities, and what are the key principles and practices of data stewardship. It also provides foundational knowledge of information management.

You will learn:
- why data stewards are important
- different types of data stewards
- roles and responsibilities of data stewards
- best practices of data stewardship
- types of data and data stores
- common uses of data and business data flow
- types of data management processes
- the "what, why, and who" for each of the 14 IM disciplines
- foundations of data quality and data governance

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. It also includes two case studies, one describing the job of a Customer Master Data Steward in a multi-national consumer product company and the other describing the job of a Finance Business Unit Data Steward in a mid-size financial company.

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
Information Management Fundamentals
Instructor: 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

Data Quality for Data Stewards
Instructors: Arkady Maydanchik & Dave Wells
Duration: 4 hours, 45 minutes

Since data quality is one of the core responsibilities of data stewards, each steward needs a foundation of concepts, principles, terminology, and methodology of data quality management. This online training course provides an overview of the field of data quality with the goal of building strong fundamental knowledge for data stewards. It covers topics ranging from data quality definitions and dimensions to key data quality management practices and methodologies as well as core data quality processes and projects.

You will learn:
- basic concepts, principles, and practices of quality management
- how quality management principles are applied to data
- dimensions of data quality
- common causes of data quality problems
- introduction to data quality assessment
- introduction to root cause analysis
- introduction to data quality monitoring

“I felt the information was very helpful especially for someone with no background in this field.”
C. Green about Information Management Fundamentals

“Very comprehensive - good range of detail.”
M. Marcus about Information Management Fundamentals
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

“Liked the fact that the instructor clearly knows and cares about his subject, and the presentation seemed friendly yet formal.”
S. Smith about Data Quality Fundamentals

“This is a very good introductory course. A real life example would really reinforce the learning. The instructor is very good.”
S. Shastry about Data Quality Fundamentals

Data Quality Assessment
Instructor: Arkady Maydanchik
Duration: 6 hours

More and more companies initiate data quality programs and form data stewardship groups every year. The starting point for any such program must be data quality assessment. Yet in absence of a comprehensive methodology, measuring data quality remains an elusive concept. It proves to be easier to produce hundreds or thousands of data error reports than to make any sense of them.

This online training course gives comprehensive treatment to the process and practical challenges of data quality assessment. It starts with systematic treatment of various data quality rules and proceeds to the results analysis and building aggregated data quality scorecard. Special attention is paid to the architecture and functionality of the data quality metadata warehouse.

You will learn:
- The what, why, when, and how of data quality assessment
- How to identify and use data quality rules for assessment
- How to ensure completeness of data quality assessment
- How to construct and use a data quality scorecard
- How to collect, manage, maintain, warehouse and use data quality metadata

“A truly inspiring course, whose time has come! As I’ve seen in the IT field for 30 years, most of the emphasis by IT staff is on technology and data “structure”, not data “contents” as was covered in this course.”
P. Perucci about Data Quality Assessment
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:
- 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

Data Governance for Data Stewards
Instructors: 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

“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.”

D. Graves about Root Cause Analysis
Data Governance Fundamentals
Instructors: Maria C Villar & Theresa Kushn
Duration: 4 hours, 30 minutes

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

"It’s been really useful and the content really went through the subject. If there’s a change I could recommend, it would be to present a plan to communicate the learning experience to my coworkers, that would help me with the next step of this course.”

G. Tapia Ramirez about Data Governance Fundamentals

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. A solid business case, ongoing measures, and changing old data habits are essential to long-term success.

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:
- building a relevant business case for data governance
- talking with business leadership
- designing governance teams and projects
- sustaining governance through measurements

“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.”

E. Frankel about Data Governance for Business Leaders
Fundamentals of Data Modeling and Metadata Management

Instructors: Arkady Maydanchik & Dave Wells
Duration: 2 hours, 15 minutes

Every information management professional needs to have some basic knowledge of data modeling and metadata management. You can’t manage information effectively without understanding the data meaning, constraints and relationships, and these disciplines provide the essential tools to collect, record, and organize such knowledge. Understanding these disciplines is essential to the success of data stewards. This online training course is designed to provide foundation knowledge about the most commonly used data modeling techniques: entity-relationship modeling and dimensional data modeling. A similar foundation is built for metadata management with attention to common metadata purposes - classification, description, guidance, and control - as well as metadata discovery methods including applied data profiling.

You will learn:

- The core elements of describing data: meaning, constraints, and relationships
- Common metadata purposes: classification, description, guidance, and control
- Common metadata processes, practices, and standards
- The basics of entity-relationship and dimensional data modeling
- Fundamentals of data profiling

“I needed a general introduction to modeling and metadata and I got this from the course. Although profiling was not expected, it will help me in my work in modeling and metadata.”
D. Huth about Fundamentals of Data Modeling and Metadata Management
Data Profiling
Instructor: Arkady Maydanchik
Duration: 5 hours

Data profiling is the process of analyzing actual data and understanding its true structure and meaning. It is one of the most common and important activities in information management. Data profiling is the first critical step in many major IT initiatives, including implementing a data warehouse, building an MDM hub, populating metadata repository, as well as operational data migration and integration. It is also the key ingredient to successful data quality management.

While proliferation of commercial tools made data profiling accessible for most information management professionals, successful profiling projects remain elusive. This is largely because the tools allow gathering large volumes of information about data, but offer limited means and guidelines for analysis of that information.

You will learn:
- The what, why, when, and how of data profiling
- Various data profiling techniques, from simple column profiling to advanced profiling methods for time-dependent and state-dependent data
- How to efficiently gather data profiles
- How to analyze the data profiling information and ask the right questions about your data
- How to organize data profiling results
- How to perform dynamic data profiling and identify changes in data structure and meaning

"All the courses I've had so far have been very useful for my Data Governance initiative. Now it's time to start putting in practice some formality for Data Quality practice and I think this course is key for it, I can't wait to get started."
M. Lopez about Data Profiling

"Was very interesting and practical, will help me develop better strategies."
R. Gonzalez Beas about Data Profiling

Master Data Management for Data Stewards
Instructors: A Hayler, W McKnight & K Hunter
Duration: 4 hours, 30 minutes

Master Data Management (MDM) is complex and challenging, but it pays great dividends when done well. The complexities of managing identities, managing hierarchies, and resolving conflicts among disparate data sources make MDM an ambitious undertaking. Add to these complexities the multi-faceted nature of MDM - with human, organizational, architectural, and technological implications - and it becomes clear that knowledge is an essential component of MDM success.

Since Data Stewards play a critical role in master data management, each steward needs a foundation of concepts, principles, terminology, and methodology of this important information management discipline. This online training course provides an overview of the field of master data management with the goal of building strong fundamental knowledge.

You will learn:
- What is Master Data and why and how it must be managed
- Styles and architectures used for MDM projects
- Challenges and best practices in MDM, including several real-world case studies
- Fundamentals of data parsing, standardization, matching, and de-duplication
- Challenges of working with global data and ways to overcome these challenges
MDM Fundamentals and Best Practice
Instructor: Andy Hayler
Duration: 3 hours, 45 minutes

Master Data Management (MDM) needs arise from many different causes - mergers and acquisitions, poor data management practices of the past, legacy systems, ERP and packaged application inconsistencies, and more. MDM is complex and challenging, but it pays great dividends when done well.

The unique challenges of an MDM program are often not apparent even to seasoned data management professionals. The complexities of managing identities, managing hierarchies, and resolving conflicts among disparate data sources make MDM an ambitious undertaking. Add to these complexities the multi-faceted nature of MDM - with human, organizational, architectural, and technological implications - and it becomes clear that knowledge is an essential component of MDM success.

This online training course builds upon experiences of those who have implemented MDM. You will learn the terminology used, the different styles and architectures of MDM, and the best (and worst) practices for MDM programs.

You will learn:
- The concepts and terminology of MDM
- The architectural options for MDM implementation
- The elements and activities of building an MDM business case
- Best (and worst) practices for MDM
- The important role of related disciplines such as data governance and data quality

“**I found the lectures to be very well done and I was easily able to relate it to my current work experiences and ways that I could improve.”**
*T. Jensen* about MDM Fundamentals

“**Instructor was very good and easy to understand concepts!”**
*G. Bostwick* about MDM Fundamentals

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Data Parsing Matching and De-duplication
Instructors: K Hunter, W McKnight, H Sørensen
Duration: 4 hours, 20 minutes

Data parsing, standardization, matching, and de-duplication are the cornerstones of successful Master Data Management (MDM). They are also critical parts of successful data quality programs, and are key steps in building data warehouses as well as any data integration and consolidation initiatives. You could say that today few organizations can function effectively without implementing data parsing and matching processes often in many data domains.

This need is further magnified if your company has gone global and plans to create databases that combine name- and address-related data from all corners of the world. Managing global information effectively takes specialist knowledge and the ability to show consideration for the differences that exist throughout the world. Worldwide there are more than 10,000 languages, 130 address formats, 36 personal and hundreds of business name formats. All of these variables are further complicated by the need to respect national and regional cultures. Failure to consider formats, styles, and cultures has huge impact on quality of data and quality of business relationships.

This online training course is aimed at data quality and master data management (MDM) professionals as well as those responsible to work with global information. The field is broad and the details are many. The purpose of this course is to provide a broad and in-depth review of data parsing, standardization, matching, and de-duplication techniques, as well as extensive overview of specific problems and solutions when dealing with global data.

You will learn:
- Data parsing, standardization, matching, and de-duplication techniques
- How to find and use external reference data
- How data parsing and matching contribute to improving data quality, MDM, and data warehousing
- Which data domains, entities and data elements may benefit from data parsing and matching
- Challenges of global data and ways to overcome these challenges
OUR INSTRUCTORS

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.

Andy Hayler
Andy Hayler is one of the world’s foremost experts on master data management. Andy founded Kalido, which under his leadership was the fastest growing business intelligence vendor in the world in 2001. Andy was the only European named in Red Herring’s “Top 10 Innovators of 2002”. Kalido was a pioneer in modern data warehousing and master data management. He is now founder and CEO of The Information Difference, a boutique analyst and market research firm, advising corporations, venture capital firms and software companies. He is a regular keynote speaker at international conferences on master data management, data governance and data quality.

Kathy Hunter
Kathy always says she has data in her blood. Joining Harte-Hanks in 2002, she built an information management practice and, with her highly skilled team, was responsible for instituting their highly successful Global Data Management solution set. From information quality and data governance through to providing global data solutions and guidance she attained a reputation for expert knowledge and successful delivery in global information management to her clients. Kathy is known for her pragmatic approach to topics, providing helpful hints and practical examples in order to solve tough problems.

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.
Arkady Maydanchik
For more than 20 years, Arkady Maydanchik has been a recognized leader and innovator in the fields of data quality and information integration. As a practitioner, author and educator he has been involved in some of the most challenging projects industry has seen. These projects were often the result of major corporate mergers and the need to consolidate and integrate databases of enormous variety and complexity. Arkady’s client list includes such household names as Dun & Bradstreet, Hewitt Associates, Kimberly Clark, Raytheon, Sprint, Verizon, and Xerox.

William McKnight
William is president of McKnight Consulting Group, which includes service lines of Master Data Management, IT assessment, Big Data, Columnar Databases, Data Warehousing, and Business Intelligence. He functions as Strategist, Lead Enterprise Information Architect, and Program Manager for sites worldwide. Many of his clients have gone public with their success stories. William is a Southwest Entrepreneur of the Year Finalist, a frequent best practices judge, has authored hundreds of articles and white papers and given hundreds of international keynotes and public seminars. His team’s implementations from both IT and consultant positions have won Best Practices awards. William is a former Information Technology Vice President of a Fortune 50 company, a former engineer of DB2 at IBM and holds an MBA from Santa Clara University.

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.

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.
eLearningCurve has students in almost every country in the world, including many enterprise customers.

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WHAT OUR CUSTOMERS ARE SAYING...

The courses are well laid out, build on each other, and are rich in practical content and advice.

-- Steve Lutter, CIMP Data Quality, DM and Metadata, IM Foundations, Business Intelligence, Data Governance, MDM, United States

It is evident that a thorough and considerable effort has gone into the preparation of this program.

-- Alfredo Parga O’Sullivan, CIMP Ex Data Quality, Ireland

The ability to take the courses at my own pace and at a time suitable for me was of great help.

-- Geeta Jegamathi, CIMP Data Quality, India
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