

Data Governance Education



Online Education • Certification • Enterprise Solutions

- Data Governance Fundamentals
- Data Stewardship Fundamentals
- How to Deploy Data Governance Parts 1 & 2
- Data Privacy and Protection Fundamentals
- Root Cause Analysis
- Data Governance for Business Leaders
- Curating and Cataloging Data
- Modernizing Data Governance
- Crafting the Business Case for Data Quality
- Data Quality Scorecard
- Data Quality Fundamentals
- Metadata Management Fundamentals



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Data governance is an evolving discipline that must adapt to the rapid pace of changes in data management. The scope of governance encompasses processes, policies, and practices related to data protection, data utility, data value, and data ethics. Despite the term “data governance” the reality is that we don’t govern data. We govern the things that people do when working with data. Policy setting, decision making, and guidance are all critical aspects of data governance that are necessary to manage data security, regulatory compliance, data privacy, data quality, data risk, and much more. In the rapidly changing world of big data, self-service, and data science data governance programs and teams must be aware, agile, and adaptive.

Our Data Governance curriculum includes courses from world leading experts including Mike Brackett, Theresa Kushner, John Ladley, Tom Redman, Maria C. Villar, Olga Maydanchik 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 PEOPLE ARE SAYING ABOUT ELC



I have come across quite a few on-line and classroom training course over the years. I have no hesitation in saying that, these courses are one of the best in the industry.

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

CURRICULA AT-A-GLANCE

Full course descriptions begin on page 7.

Data Governance Fundamentals

Instructors: Maria Villar, Theresa Kushner, Dave Wells

This 5-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.

Data Stewardship Fundamentals

Instructor: Maria C. Villar and Dave Wells

The objective of this 5-hour 15-minute course is to build a foundation of knowledge for Data Stewards. It covers topics ranging from basic terminology, roles and responsibilities and best practices of data stewardship to fundamentals of data quality, data governance, and other information management disciplines.

How to Deploy Data Governance: Part 1

Instructor: John Ladley

This 3-hour 45-minute course covers the needs, interests, and responsibilities of business management challenged by data issues and data leaders who are tasked with managing a data strategy.

How to Deploy Data Governance: Part 2

Instructor: John Ladley

This 4-hour online training course provides the insights and methods to design how the program will work and operate. It can be used if you are getting just getting started or if you are restarting and refreshing an existing program.

Modernizing Data Governance

Instructor: Dave Wells

This 3-hour online training course will explore how curating and cataloging work together to meet the data needs of business and data analysts, to provide self-service data to complement self-service analytics, and to realize the promise of democratizing data analytics.

Data Privacy and Protection Fundamentals

Instructor: Evan Levy

In this 5 hour course, Evan Levy discusses the details of data privacy and protection and reviews the activities that go into supporting a data privacy and protection initiative.

Root Cause Analysis

Instructor: Dave Wells

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.

Data Governance for Business Leaders

Instructor: John Ladley

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.

Curating and Cataloging Data

Instructor: Dave Wells

This 3-hour online training course will explore how curating and cataloging work together to meet the data needs of business and data analysts, to provide self-service data to complement self-service analytics, and to realize the promise of democratizing data analytics.

Crafting the Business Case for Data Quality

Instructor: Tom Redman

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.

Data Quality Scorecard

Instructor: Olga Maydanchik

Data quality scorecards have become very popular and many organizations are starting to build them. This online training course gives comprehensive treatment to the processes and practical challenges of data quality scorecarding.

Data Quality Fundamentals

Instructor: Dave Wells

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.

Metadata Management Fundamentals

Instructors: Dave Wells and Arkady Maydanchik

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.

CERTIFIED INFORMATION MANAGEMENT PROFESSIONAL PROGRAM



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.

[Learn More](#)

CERTIFIED DATA STEWARD PROGRAM



Data stewardship is a critical role in modern data management. In the digital age, we have experienced rapid growth in volume and types of data, users and uses of data, and regulations for data privacy and protection. Advanced applications for data such as automation and artificial intelligence bring new opportunities, but they also create new risks. Data stewards are the “feet on the ground” who align day-to-day data practices with the principles and policies for maximum data value with minimum risk. They are the front line in building data literacy. Every company that is serious about governance, quality, security, self-service, and digital transformation must get serious about data stewardship.

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.

For the true standard bearers in the data stewardship profession we offer the second level of CDS certification - CDS Ex. To earn CDS Ex designation you must demonstrate a combination of great Expertise, Experience, and Excellence.

Learn More

DCAM CERTIFICATION PROGRAM



In our information-dependent world, and with the exponential growth of the volume, types and uses of data, effective and strategic data management is critical for any organization. DCAM (the Data Management Capability Assessment Model) was developed as the cross-industry standard best practice for data management and analytics. Data professionals who are certified in DCAM are recognized as qualified experts in establishing, enabling and sustaining mature data management and analytics programs to ensure their firms' successful use of one of their most valuable assets – their data.

DCAM defines the strategic, organizational, technology and operational capabilities for data management and advanced analytics. It covers the unique requirements associated with:

- Management of data meaning: data architecture, identification management, taxonomies, glossary development
- Challenges of ensuring fit-for-purpose quality: business rule, data dimensions, control processes, supply chain management
- Implementing comprehensive Analytics Management best practices covering key requirements such as model explain ability and transparency for responsible AI and ML
- The art of working in the midst of continuously evolving organizational priorities

DCAM Accreditation & Certification

Earners of DCAM Accreditation have successfully completed the training curriculum on the DCAM Framework and its components, and how to apply the model effectively to the data management and analytics initiatives within an organization. The accreditation is aligned to the version of DCAM on which the student is trained, currently DCAM v2.2. Students who have received training on a prior version of DCAM will be given the opportunity to complete the new version's short course to update their accreditation. DCAM Certification is awarded upon completion of the DCAM curriculum plus successful passing of the online certification exam.

DCAM Digital Badges for DCAM Accreditation & Certification

EDM Council issues digital badges for Accreditation or Certification to all students who complete the DCAM v2 Framework training and exam, respectively. These credentials are a validated presentation of accomplishment, skill and quality. They are managed by a third party providing independent validation of the credentials. The recipient can display the badges in their CV, correspondence signature or on profile sites such as LinkedIn. EDM Council's accreditation and certification of DCAM are well recognized credentials in the data management profession across multiple industries.

[Learn More](#)

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 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 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 track and report educational progress for each student and 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.* 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.

"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.

INFORMATION MANAGEMENT 101 Mini-classes. As a benefit to our enterprise customers we offer a certain number of complimentary licenses for our 101 mini-classes..

CUSTOMER COURSEWARE: *Get solutions for your specific needs.* 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.

COURSE DESCRIPTIONS

Data Governance Fundamentals

Instructors: Theresa Kushner, Maria C. Villar and Dave Wells

Duration: 5 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

Modernizing Data Governance (53 min)

- Overview
- The Data Quake: From Stable to Volatile
- New Data Governance Challenges
- Curating and Cataloging Data
- Rethinking Data Governance Practices
- Technologies and Modern Data Governance
- Module Summary

Data Stewardship Fundamentals

Instructor: Maria C. Villar and Dave Wells

Duration: 5 hours, 15 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 Steward becomes increasingly important.

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.

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, databases, 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
- Relationships, roles, goals, competencies, and knowledge for data stewardship success

This course is geared towards:

- Data stewards
- Data governance professionals and practitioners
- 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 stewardship

Course Outline

About the Course (9 min)

Data Stewardship Basics (51 min)

- What is a Data Steward
- What "Does Stewardship" Mean
- Why a Data Steward
- Types of Data Stewards
- Key Reporting Considerations
- Common examples of Data Stewards
- Not all Data Should be Managed
- Getting Started
- Attributes of a Data Steward

Roles and Responsibilities of Data Stewards (44 min)

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

Data Stewardship Tips & Techniques (46 min)

- Create a Data Culture
- 10 Keys to Being A Successful Data Steward
- De-railers to Data Stewardship
- Case studies
- What Does Great Data Management Look Like

Information Management Basics (84 min)

- Overview
- Types of Data Stores
- Types of Data and Information
- Types of Databases
- Common Uses of Data
- Business Data Flow
- Data Management Processes
- Utilization Processes
- Custodial Processes
- Data Lifecycle Processes

Information Management Overview (72 min)

- Overview
- Information Management Defined
- The Scope of Information Management
- IM Dimensions
- Understanding the Data
- Information Supply and Demand
- Data Utility
- Data Resource Consolidation
- Applied Information
- Discovery and Inference

The Data Stewardship Landscape (10 min)

- Overview
- Data Steward Relationships
- Data Steward Roles
- Data Steward Goals
- Data Steward Competencies
- Data Steward Knowledge

How to Deploy Data Governance

Part 1: Engage Your Organization and Develop a Data Governance Strategy

Instructor: John Ladley

Duration: 3 hours, 45 minutes

Data governance, the exercise of control and authority over data, is an essential business capability. Many organizations want to start or have tried once (or twice) to deploy data. There are many possible paths and styles of data governance, but all of them have some essential activities that are required to be successful. It is key that you create and approach to data governance that works for your organization.

This course provides the insights and methods needed to develop your approach and to start or re-energize your data governance program. It is intended for business management challenged by data issues or data leaders who are tasked with managing a data strategy.

Build upon the concepts learned in this course in How to deploy Data Governance: Part 2 and gain insight into how a data governance program works and operates.

You will learn:

- How to identify the essential building blocks of a data governance strategy
- How to define the various elements required to design and deploy and cooperate a data governance capability
- Build the team and approach with solid engagement of stakeholders

This course is geared towards:

- Chief data officers and other executives responsible to shape data culture
- Compliance and risk officers
- Business managers and leaders challenged with data issues
- Data and technical leaders tasked with managing data strategy
- Everyone with roles, responsibilities, or interest in launching or re-energizing a data governance program

Course Outline

About the Course (7 min)

Introduction to Data Governance (72 min)

- Module Overview
- Sample Definitions Part 1
- Sample Definitions Part 2
- Data Literacy
- Data Governance Concepts
- Data Governance Maturity
- Governance in Context

Getting Engaged (68 min)

- Data Governance Work Areas
- Typical Cycles of Evolving Program
- Engagement
- Initiation
- Summary
- Not a Recipe

Strategy (78 min)

- Module Overview: Part 1 & 2
- Establish Alignment
- Establish Business Value
- Strategic Requirements
- Module Summary: Key Deliverables
- Introduction to Part Two

How to Deploy Data Governance

Part 2: Design, Deploy and Operate a Data Governance Program

Instructor: John Ladley

Duration: 4 hours

Data governance, the exercise of control and authority over data, is an essential business capability. Many organizations have struggled with how data governance has been designed and operated. There are many possible paths and styles of data governance, but all of them have some essential activities that are required to be successful. It is key that you identify the capabilities and operating models that work for your organization.

This course provides the insights and methods to design how the program will work and operate. It can be used if you are getting just getting started or if you are restarting and refreshing an existing program. It covers the needs, interests, and responsibilities of business management challenged by data issues, data leaders who are tasked with managing a data strategy, and active participants in day-to-day activities of data governance.

This course continues the data governance deployment training introduced in How to Deploy Data Governance – Part 1 by providing the methods and examples to allow you to develop solid capabilities and operate a sustainable program.

You will learn:

- Make the transition from determining strategy to designing how all of the elements of data governance will work together
- Define how you will operate and sustain data governance
- Define and design your required data governance capabilities
- Designate and start to use the key artifacts and roles within the data governance program
- Develop responses to common obstacles

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

How to Deploy and Sustain Data Governance: Part 2

About the Course (6 min)

Architecture and Design (78 min)

- Module Overview
- Architecture and Design: Part 1 & 2
- Capabilities
- Operating Frameworks
- Engagement and Workflow
- Summary

Implementation Part 1 (83 min)

- Implementation Modules Overview
- Implementation
- Roadmap
- Sustaining Plan

Implementation Part 2 (42 min)

- Module Overview
- Metrics
- Some Case Studies

Operations and Changes (36 min)

- Module Overview
- Activities (No Sequence)
- Deployment
- Operation
- Measure
- Sustaining Activity
- Some Activities to Consider

Data Privacy and Protection Fundamentals

Instructor: Evan Levy

Duration: 5 hours

The business world is undergoing a transition in today's data driven economy. As the value of data has grown, the awareness of protection, privacy, and liability has become top-of-mind. For many years, companies were able to acquire, collect and use customer and other personal information without concern for rules, laws, and liabilities. That's no longer the case.

The frequent occurrence of data misuse and theft has created the need for companies to reexamine their approach to data protection and privacy. Most business people think little about their company's responsibilities in retaining customer data to support business decision making. Unfortunately, the development of laws around the world focused on data protection, privacy, and responsibility has created a new set of challenges in the world of data usage and business analytics. The day is quickly approaching where companies will need to be able to manage and track data usage, data location, and customer consent. In this 5 hour course, Evan Levy discusses the details of data privacy and protection and reviews the activities that go into supporting a data privacy and protection initiative.

You will learn:

- Key concepts of data privacy and protection
- The impact of data privacy on an existing analytics environment
- An approach to integrating data privacy and protection into a data lifecycle
- The phases and activities involved with Data Privacy/Protection Initiative
- The stakeholders and participants of a Data Protection Initiative

This course is geared towards:

- Chief data officers
- Compliance and risk officers
- Program/project management
- Business sponsors
- BI/analytics developers
- Data architects
- Data management staff

Course Outline

About the Course (8 min)

Business Challenges and Drivers (36 min)

- Overview
- Data Breaches
- Data Protection Neglect
- Data Liability Costs
- What is Data Protection?
- Data Protection Part 1

- The Disparity of Privacy
- Common Privacy and Protection Questions

Privacy Concepts & Terminology (55 min)

- Overview
- What is Personally Identifiable Information (PII)
- Consent
- Traceability, Tracking, and Lineage
- What is Data Portability
- Data Deletion

Protection Concepts & Terminology (59 min)

- Overview
- Controller
- Processor
- Differences in Responsibilities
- Information (Data) Fiduciary
- Data Applications in a Company...
- Data Protection Concepts Part 1
- Masking
- Data Usage Responsibilities

Data Privacy and Protection in a Data Lifecycle (52 min)

- Overview
- Challenges to Implementation
- What is a Data Lifecycle?
- The Stages of a Data Lifecycle
- The Stages in a Data Lifecycle
- The Audience for Data Privacy/Protection
- Data Management Support: Data Standards

Data Privacy in the Real World (78 min)

- The GDPR-EU General Data Protection
- GDPR in the News
- GDPR: What are the Primary Mandates
- Are You Affected by GDPR?
- How GDPR Impacts Non-EU Organizations
- The Challenges of Data Protection
- Core PDP/Privacy Activities
- California Consumer Privacy Act (CCPA) Act to Protect the Privacy of Online Consumer Information
- Security and Privacy of Personal Information (chapter 603A)
- Other Government PDP Initiatives

Implementation Framework (23 min)

- Core Data Privacy/Data Protection Activities
- A Simple Development Approach
- Aligning Activities with Existing Methods

Modernizing Data Governance

Instructor: Dave Wells

Duration: 3 hours

The world of data management has changed substantially in recent years, but data governance hasn't kept pace. New governance practices and organizations are needed to be compatible with agile, big data, cloud, and self-service. Moving from control to community, from enforcement to prevention, from controls to services, and from committees to communities are at the core of data governance evolution.

Traditional data governance practices need to adapt to the realities of today's data management practices. We need to start with the ABCs of modern governance — Agile, Big Data, and Cloud. Each of these has been in the mainstream for several years, yet most data governance organizations cling to practices of the past. More recently, self-service analytics and self-service data preparation have challenged the old governance methods. Traditional data governance focuses on enforcement of policies and rules using rigorous controls and gates. While controls and enforcement continue to be needed, they must be complemented with support for the autonomy and agility of the self-service world. Enforcement works together with prevention. Guides and guardrails reduce the need for gates. The need to exercise controls is minimized when curating, coaching, crowdsourcing, and collaboration are integral parts of governance processes. In the modern data world, every data stakeholder plays a part in data governance.

You will learn:

- Where governance fits within modern data ecosystems, from point of ingestion to reporting and analysis
- How various technologies support governance through the ecosystem
- Process challenges for governing self-service; supplementing controls with collaboration and crowdsourcing
- Engagement models for governing self-service
- Organizational challenges for governing self-service; moving from data stewards to stewardship, curation, and coaching
- Operational challenges for governing self-service; implementing a combination of gates, guardrails, and guides

This course is geared towards:

- Data governance professionals of all types
- Data stewards and data curators
- Business and technical leaders implementing and managing self-service data and analytics
- Business and technical leaders who see current data governance practices as barriers to agility
- Chief Data Officers and other executives responsible to shape data culture
- Everyone with a role in modernizing data governance or an interest to know how and why data governance must change

Course Outline

About the Course (6 min)

Big Shifts in Data Management (32 min)

- The World of Legacy BI: Data Integration the Old Way
- Technology Revolution
- Modern Data Ecosystems
- The World of Modern Analytics
- The Magnitude of Change: How Big the Change Really Is?

Data Governance Through the Information Supply Chain (29 min)

- Protection, Utility, and Value
- Raising New Questions
- Data Protection
- Data Utility
- Data Value

Technologies & Modern Governance (13 min)

- Technology Across the Ecosystem
- Bringing Data into the Ecosystem
- Curation, Cataloging, and Metadata
- For Analysis-Ready Data
- Data Usage
- Across the Ecosystem

People, Processes, and Modern Data Governance (35 min)

- Changing Governance Practices: The Challenges
- The Tensions
- Rethinking Policy Enforcement
- Rethinking Complexity
- Rethinking Process Rights
- Rethinking Process Rigor

New Challenges in Data Ethics (44 min)

- The Trouble with Ethics: Ambiguity and Uncertainty
- Ethics Defined: What Does It Mean?
- Governance and Ethics
- Data and Ethics
- Managing Data Ethics

Next Steps to Modern Data Governance (24 min)

- A Modern Data Governance Framework: The Big Picture
- Goals
- Methods
- People
- Processes
- Technology
- Culture
- Modernization Roadmap

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

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

Curating and Cataloging Data

Instructors: Dave Wells

Duration: 3 hours

As the world of data management grows and changes, the roles and participants in data ecosystems must adapt. With the convergence of several influences – big data, self-service analytics, and self-service data preparation – we need to actively manage the inventory of self-service data. Data curation is both a data inventory management process and a data governance activity. The data curator is responsible to oversee a collection of data assets and make it available to and findable by anyone who needs data. Cataloging maintains the collection of metadata that is necessary to support browsing, searching, evaluating, accessing, and securing datasets.

This 3-hour online training course will explore how curating and cataloging work together to meet the data needs of business and d

You will learn:

- The concepts, responsibilities, and skills of data curation
- The role of the data curator in data governance and the differences between a data curator and a data steward
- The needs of data seekers and the ways that curating and cataloging help to meet
- The purpose, content, and uses of a data catalog
- The state of data cataloging tools and technology
- Guidelines for getting started with data curating and cataloging

This course is geared towards:

- Business and IT leaders struggling with the paradoxes of modern data management
- Analytics and BI designers and developers who are dependent on fresh and relevant data for every analytics use case
- Data management professionals at all levels from architects to engineers
- Data governance professionals – especially data stewards who need to adapt to the changing world of modern data management

Course Outline

About the Course (5 min)

Self-Service Data (9 min)

- Governance and Self-Service
- How We Got Here
- Why Self-Service Data?

Data Curation (44 min)

- Data Curation
- Why Data Curation?
- The Data Curator
- Data Lifecycles and Curation
- Curating Big Data
- Getting Started with Data Curation

Data Cataloging (30 min)

- Definitions
- Why Data Cataloging?
- Metadata and the Catalog
- Data Catalog Tools
- Getting Started with Data Cataloging

Evaluating Data Catalog Tools (42 min)

- The Business Case for a Data Catalog
- Kinds of Data Catalogs
- Evaluation Criteria

Beyond Self-Service Data (44 min)

- Information, Technology, and Data
- The Enterprise Data Marketplace
- EDM Architecture
- EDM Data Services
- Data as a Service

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. 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

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

Data Quality Scorecard

Instructors: Olga Maydanchik

Duration: 5 hours

Data quality scorecards have become very popular and many organizations are starting to build them. What they have found is that the path to a meaningful and useful DQ Scorecard is riddled with traps and obstacles.

This online training course gives comprehensive treatment to the processes and practical challenges of data quality scorecarding.

It starts with a few real, live use cases that showcase what a scorecard can do for a company when done right. Systematic treatment of various DQ scorecard challenges is given. Then the course proceeds to the ins and outs of the successful DQ scorecard, from the underlying data model to the effective processes that need to be set up in order to produce the scorecard efficiently. Multiple examples to illustrate every important point are provided in the class.

You will learn:

- The methodology behind data quality metrics calculations
- The best way to organize data quality related metadata collected during typical data quality projects
- Effective data visualization techniques to depict data quality measurements
- Typical pitfalls that accompany data quality scorecard implementation and how to avoid them
- How to achieve scorecard adoption and usage by the business users

This course is geared towards:

- Data quality practitioners
- Data stewards and data governance practitioners
- IT analysts, business analysts, and everyone else involved in data quality management
- Developers tasked with DQ Scorecard creation

Course Outline

Module 0. About the Course (3 min)

Case Studies (46 min)

- What is Data Quality Assessment?
- What is a Data Quality Scorecard?
- Data Quality Scorecard Case Study 1
- Data Quality Scorecard Case Study 2
- Data Quality Impact on Catastrophe Risk

Data Quality Score Calculation Methods (37 min)

- Averages Method For Score Cards
- Record Level Score Calculations
- Subject Level Score Calculations
- Score Types Comparisons
- Score Decomposition By Business Dimensions
- Business Dimensions Versus Subjects

Data Modeling Considerations Part 1 (55 min)

- Why DQMDW?
- DQMDW Components
- Case Study DQMDW For Property Insurance Company
- DQMDW: Critical Data Elements Catalog
- DQMDW: Rule Catalog

Data Modeling Considerations Part 2 (68 mins)

- DQMDW: Subject Master And Business Dimensions Master
- DQMDW: Error Catalog
- Error Details – Storage Options
- Rule Error Output – Advanced Examples
- DQMDW: Score Catalog
- DataMarts For DQ Visualization

Building A Data Quality Scorecard Process (61 mins)

- Process Overview
- Steps 1-10

Data Quality Scorecard Demo (35 mins)

- Overall Score Analysis
- Summary

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

Metadata Management Fundamentals

Instructor: Dave Wells and Arkady Maydanchik

Duration: 4 hours

Deriving value from data depends extensively on understanding the data and sharing knowledge among everyone who works with data. Sharing data knowledge is the core purpose of metadata. The common definition of metadata is “data about data.” But that definition doesn’t adequately describe the essential roles of metadata for data management, business intelligence, analytics, and data science. A more meaningful definition states that metadata is “the data and information that is needed by an organization to effectively and efficiently manage its data and information resources.” Just as you need financial data to manage financial resources, you need metadata to manage data resources. In today’s data-driven world, the importance of managing data is certainly on par with that of managing finances.

This online training course is designed to provide the foundational metadata knowledge needed by anyone who has data management roles and responsibilities. It covers metadata basics such as the types and purposes of metadata, and explores core metadata disciplines of data modeling, data profiling, and data cataloging. Metadata roles in data governance, stewardship, security, quality, and analysis are explained.

You will learn:

- The scope and complexities of metadata management
- The roles of data models as metadata and the basics of data modeling
- The role of data profiling in metadata management and the basics of data profiling methods
- The roles of data catalogs in metadata management and the fundamentals of data curation and data cataloging
- Metadata dependencies of business processes, IT projects, data governance, data quality, business intelligence, self-service data, business analytics, and data science

This course is geared towards:

- Anyone with data management roles and responsibilities
- Data stewards and data governance practitioners and participants
- Data curators and data catalog administrators
- Data and database analysts and designers
- Data quality professionals and practitioners
- Aspiring data modelers
- Anyone with a role in information management who needs to understand data or help others to understand data

Course Outline

About the Course (8 min)

Understanding Data (15 min)

- Views of Data
- Projects Flow
- Describing the Data Meaning
- Describing the Data Constraints
- Describing the Data Relationships
- Describing the Data

Metadata Management (57 min)

- Metadata Defined, Purposes
- Metadata Dependencies
- Metadata Classification
- Metadata Kinds
- Metadata Management Processes
- Metadata and IT Projects
- Metadata and People
- Metadata Organizations
- Metadata Skills and Competencies
- Using Metadata
- Data Stewards Manage and Use Metadata

Data Modeling (24 min)

- Data Modeling Defined
- Data Modeling Purpose
- Data Modeling and People
- Kinds of Data Models
- Data Modeling Processes
- The “Things” in Data Models
- Entity-Relationship Modeling
- Supplemental Models and Additional E-R Concepts
- Dimensional Data Modeling

Data Profiling (47 min)

- What is Data Profiling?
- Myth and Reality of Data Profiling
- Profiling Techniques
- Profiling Challenges
- Role of Profiling
- People and Technology

Data Curation and Cataloging (31 min)

- Data Curation
- Why Data Curation?
- Data Cataloging
- Why Data Cataloging?
- Metadata and the Catalog

Metadata Management for BI and Data Science (49 min)

- The Metadata Muddle
- Data Science and Metadata
- Data Provenance and Data Lineage
- Ontology and Taxonomy

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.

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.

Evan Levy

Evan has spent his career leading both practitioners and executives in delivering a range of technology solutions, from software product development to industry-focused strategic consulting services to organizational leadership sessions. He has led high-profile systems integration projects for Fortune 500 customers in the financial services, retail, telecommunications, health/life sciences, government, and insurance industries. He's also been retained as a strategic advisor to various software vendors in the areas of product planning, and continues to counsel the investment community in the use of applying advanced technologies to key business initiatives.

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.

Olga Maydanchik

Olga Maydanchik is an experienced practitioner and educator in the field of Information Management. As a part of Chief Data Offices in Citi, AIG, Deutsche Bank, and Voya Financial, Olga was focusing on designing and implementing the enterprise-wide Data Quality, Master Data Management, Metadata Management, and Analytics programs. Olga is a member of the Enterprise Data Management Council and actively participated in the Data Management Capability Assessment Model and Ontology design work streams.

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

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- All major industries are represented

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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