## Sessions

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<th>1. Getting Started - An Overview of the Program</th>
<th>Learning Objectives</th>
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| Get started by learning how the program will help you beginning with a review of benefits based on roles within your organization. This session provides a roadmap of the program and how it helps prepare you for building data governance capabilities for yourself and your organization. | - Discuss the major points that will be covered during the remaining sessions of the program.  
- Identify the progression of learning throughout the program, and recommendations on further personal research between sessions.  
- Discuss leading trends driving the need for data governance.  
- Identify the capabilities needed for effective data governance. |

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<th>2. Building an Information-Enabled Business in Real Estate</th>
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| Real estate executives are becoming increasingly dependent on information to drive value in their organizations and the assets they manage. This session explores new approaches that are emerging where information can shift in the way an organization operates and how it integrates with business partners. | - Explain the attributes, benefits and operating models for an information-enabled real estate business.  
- Identify which model your company is currently using.  
- Discuss preliminary steps for developing an enhanced model to support a data governance program.  
- Understand the implications for your company’s strategy and operations. |

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<th>3. The Building Blocks of Data Governance</th>
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| There are specific steps you and your organization can take to build an effective data governance program. Using the Data Governance Framework, this module will walk you through the key areas of focus, where to get started and how to engage your organization in the journey. | - Define the Who, What, When and Why critical to develop an effective data governance program.  
- Through use cases from investment management and corporate real estate, develop a better understanding of how to build an effective approach to data governance.  
- Construct a Data Governance Framework and examine how it can be applied to your organization.  
- Identify steps you can take immediately to put those skills into action. |
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<td><strong>4. Assessing Your Organization’s Maturity in for Data Governance.</strong></td>
<td>The first step in assessing your organization’s maturity is knowing where your data governance capabilities are today. This session introduces a Data Governance Maturity Model and the various stages an organization can go through to reach higher levels of capability.</td>
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| **Learning Objectives** | - Using an assessment tool, assess your organization’s current capabilities for data governance.  
- Identify strengths and weaknesses in the area of data governance and information enablement.  
- Develop and prioritize a list of improvements needed to develop those capabilities in a specific timeframe.  
- Outline an approach to set targets for 18-24 months in the future. |
| **5. Building Data Governance into Information Management and Sourcing Strategies.** | A continuing pattern of strategic sourcing to global service partners means that the responsibilities for data governance extend beyond any one organization. Joint accountability for data quality and effective data management practices are becoming contractual obligations of service firms. Software providers are being asked to bring solutions for improved effectiveness in data governance. New market entrants are changing the way that data is integrated and aggregated and quality is managed. This session reviews these trends and identifies the implications for establishing a data governance program in your organization. |
| **Learning Objectives** | - Define the characteristics and benefits of a range of strategies linking information management to sourcing and data governance.  
- Compare and contrast alternative strategies based on leading practices.  
- Identify the characteristics and skills needed for data integration as part of an effective approach to data governance.  
- Identify specific areas where data governance fits into these strategies. |
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| 6. Data Integration and Aggregation in Data Governance. | - Discuss new developments in data aggregation and business intelligence practices and technologies.  
- Identify primary sources and means of aggregating data in your organization today.  
- Through examples, explain alternative approaches to data integration and data aggregation for effective data governance.  
- Identify opportunities and approaches for improvement in your organization today based on experience of leading organizations in the industry. |
| 7. Implementing an Information Standards Strategy within Data Governance. | - Identify opportunities for information-enablement functionality associated with primary business processes in your company.  
- Develop a working knowledge of complementary information exchange standards available in the industry and how fit into a comprehensive information standards strategy.  
- Map information exchange standards onto business processes.  
- Develop a high-level statement of a standards strategy for your organization. |
| 8. Change Leadership in Building Data Governance. | - Discuss how to identify decision makers and influencers who will have a critical role in establishing a new approach to data governance.  
- Assess the change readiness of your organization and how to navigate barriers and challenges.  
- Identify the steps needed to build a change leadership plan to support a data governance initiative.  
- Develop key messages to communicate objectives and intended outcomes of the planned changes involved in building effective data governance. |
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| 9. 
Impacts of Emerging Technologies on Data Governance.                 | - Raise awareness of emerging technologies and how they impact information-enabled real estate operations.  
- Identify typical situations where emerging technologies affect data governance and how organizations would adjust to take advantage of new functionality.  
- Discuss real world applications, explore the benefits gained, and opportunity cost of delays.  
- Learn how to evaluate which emerging technologies have high value for implementation in your organization. |
| 10. 
Putting the Pieces Together for Effective Data Governance.          | - Hear the panel members' perspective on their Top 3 Takeaways from getting started to the first year of operation in a new data governance program.  
- Learn from their suggested actions to move from one stage to another in the Data Governance Maturity Model covered in Session 4.  
- Evaluate improvement opportunities according to impact and difficulty to implement.  
- Identify team structure and support needed to implement change and engage stakeholders.  
- Identify immediate next steps for next 2Qs.  
- Develop a revised high-level roadmap. |
| **New technologies are changing the landscape for data governance. The pace of change is rapid and leading organizations are assessing the potential impacts on their strategies and operations. This session explores emerging technologies that are gaining traction and providing real value to companies though a variety of applications and platforms.** |                                                                                                                                                       |