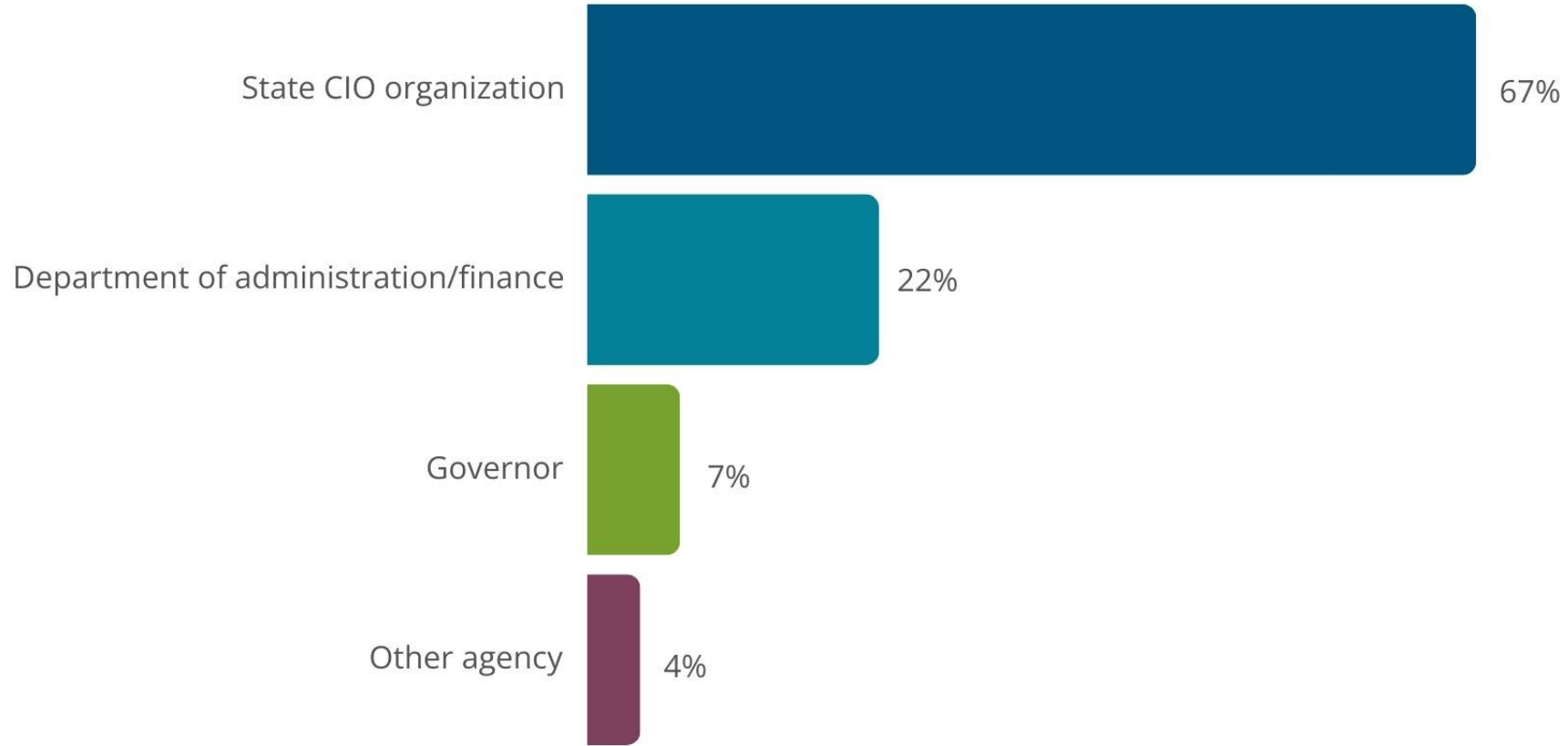


The State of the Chief Data Officer



CDO Reporting Structure



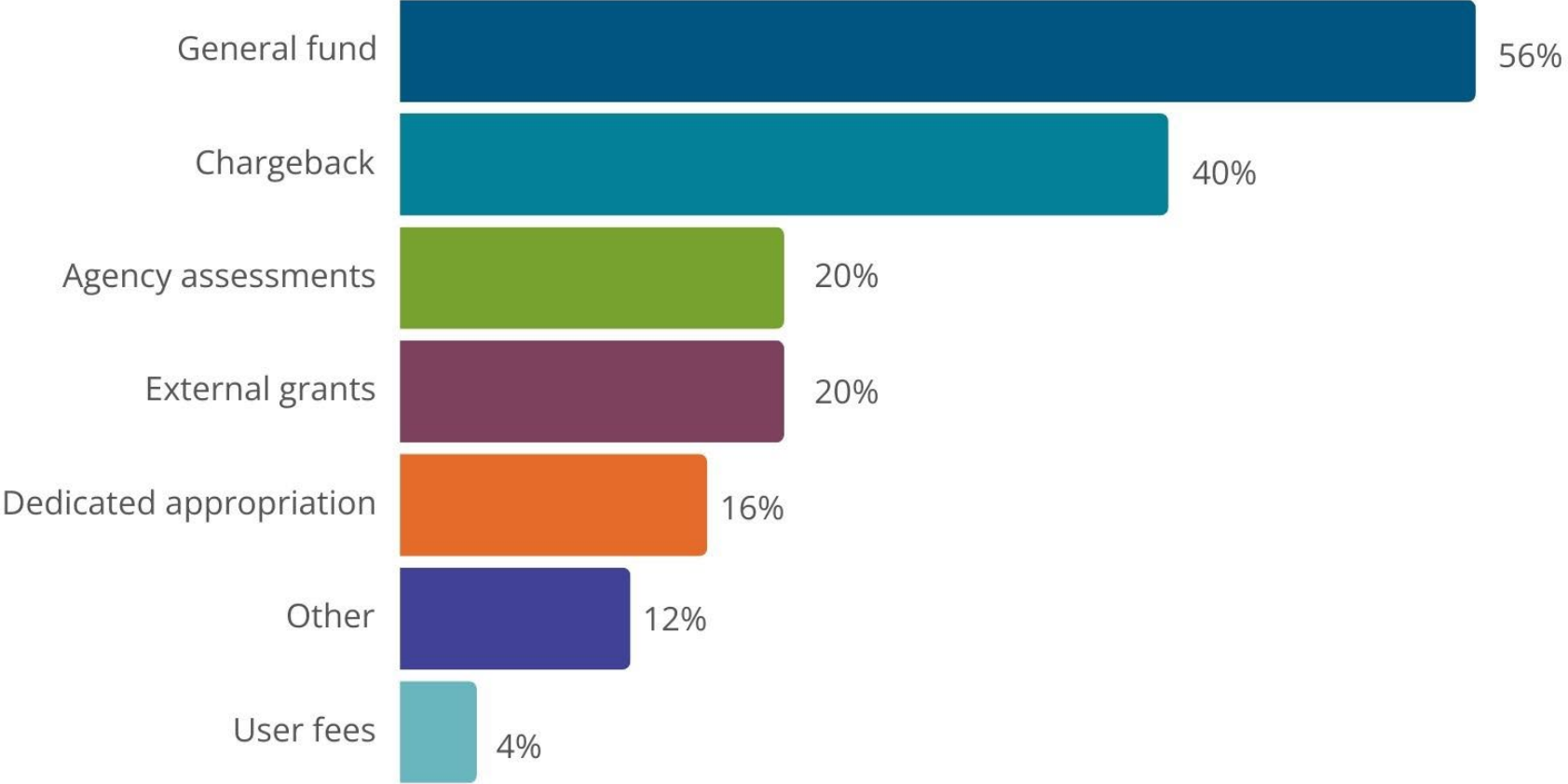
How CDO Roles are Established

respondents allowed to make multiple selections



CDO Budget Funding Sources

respondents allowed to make multiple selections



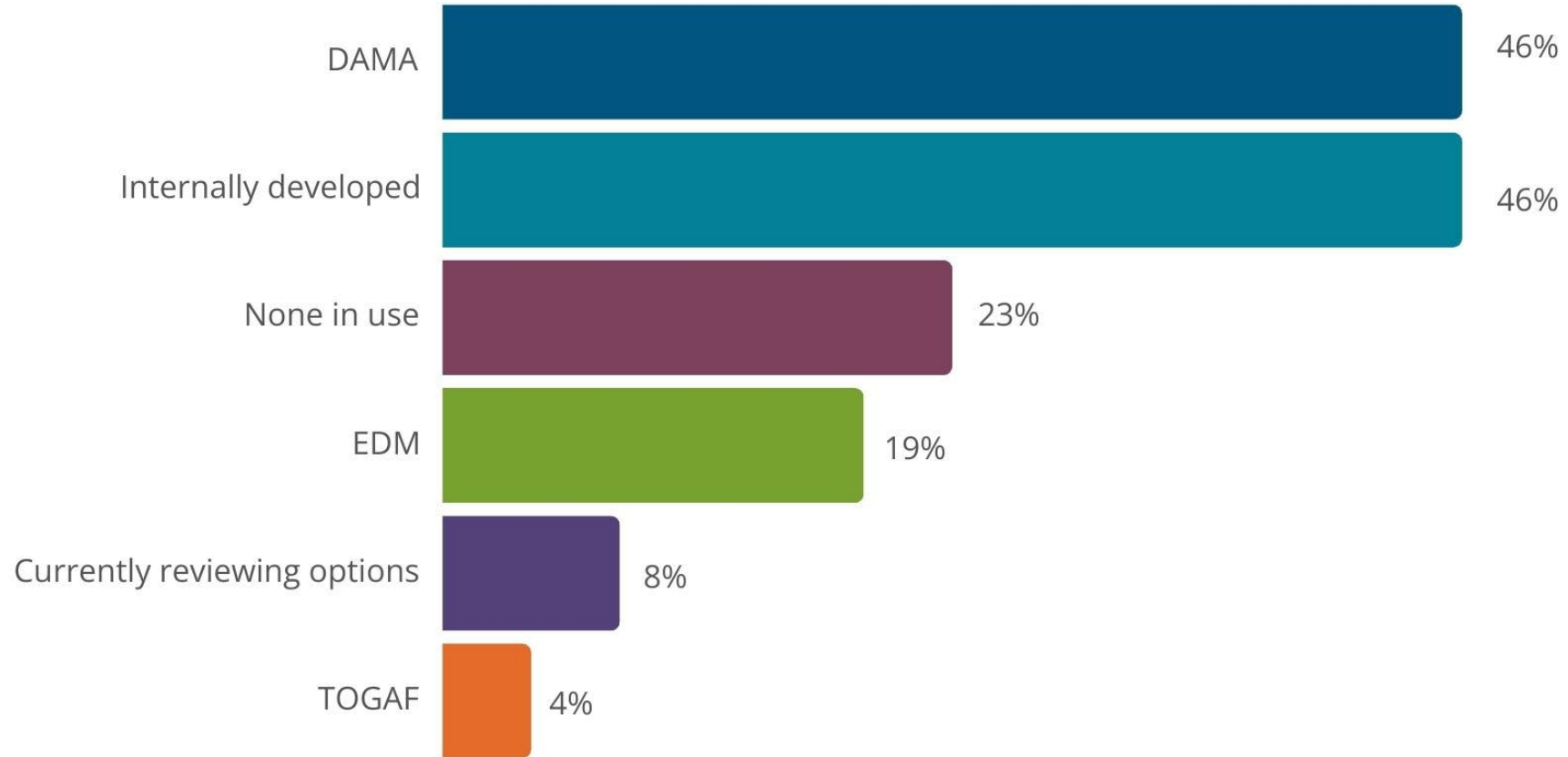
State CDOs Direct Reports

	0	1-5	6-10	11-15	Over 15
State employees	4%	39%	12%	15%	31%
Contractors	19%	38%	14%	10%	19%
Temporary contractor services (expected to last 1 year)	50%	45%	5%	0%	0%

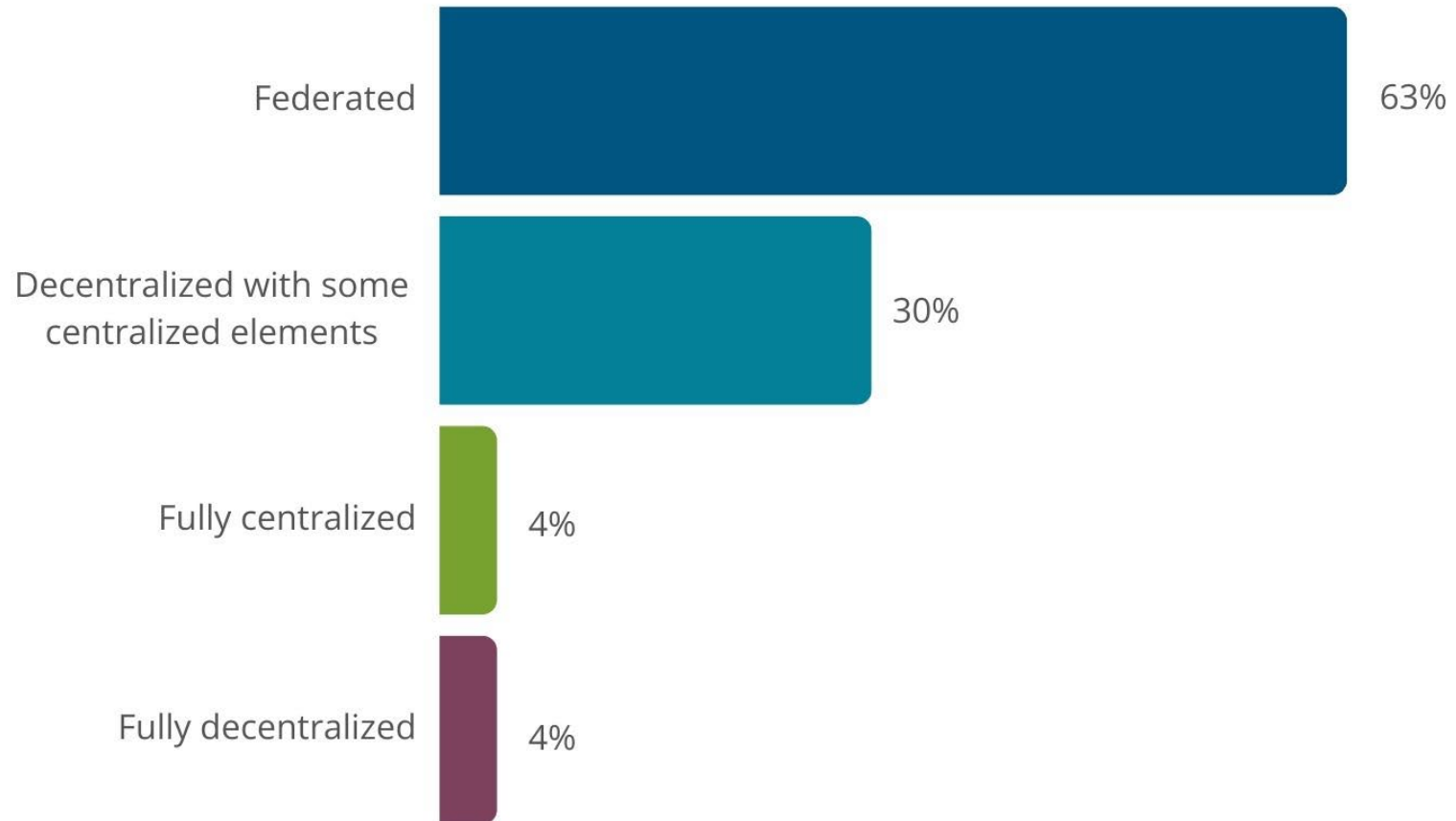


Data Management Frameworks Followed by States

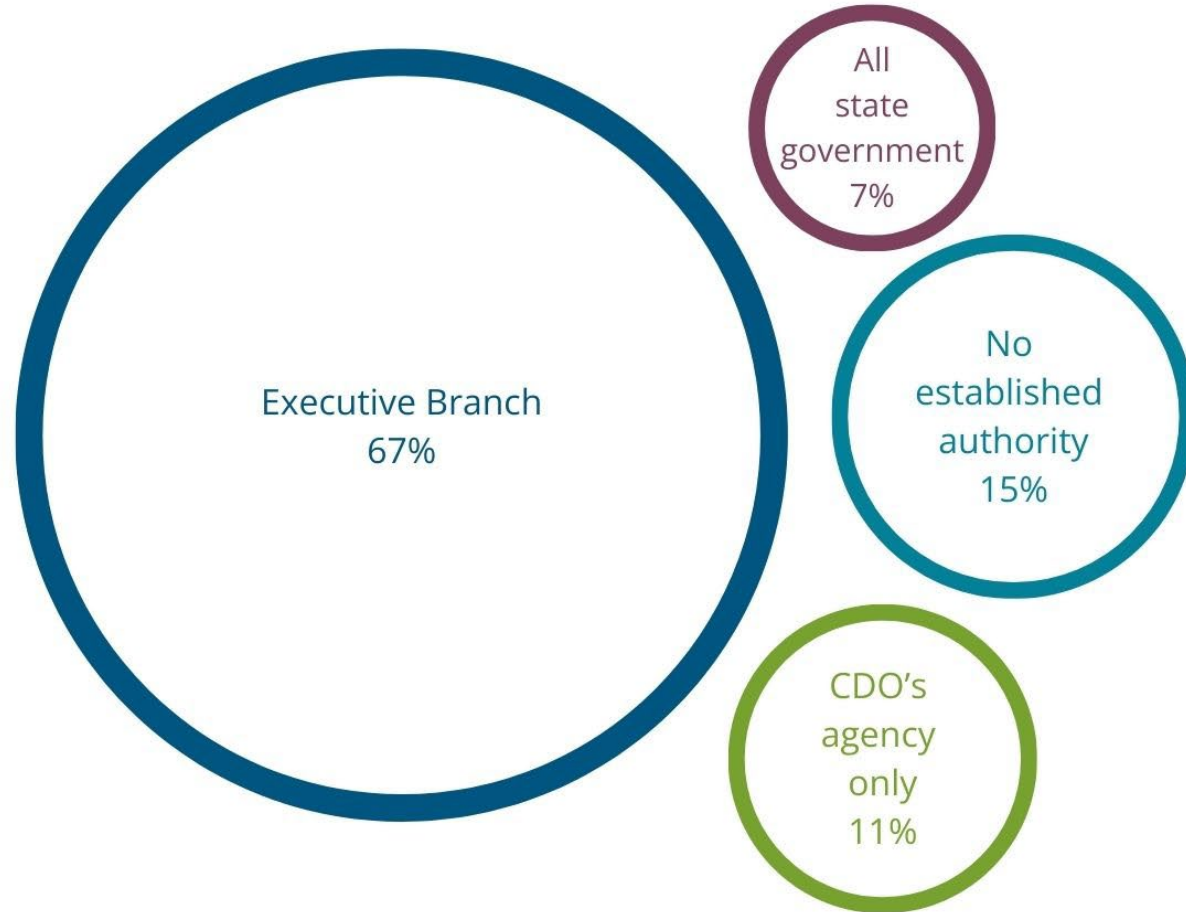
respondents allowed to make multiple selections



State Data Management Operating Models



CDO Data Management Policy Authority



State CDO Priorities for Next 3 Years

1

Enterprise-wide advising

2

Data governance

3

Building strategic relationships

The 2025 State Chief Data Officer Survey: Insights From the Field



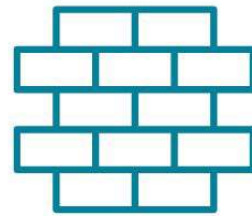
Top State CDO Challenges



1. Adequate funding



2. Adequate staffing



3. Organizational resistance to change



4. Adequate authority



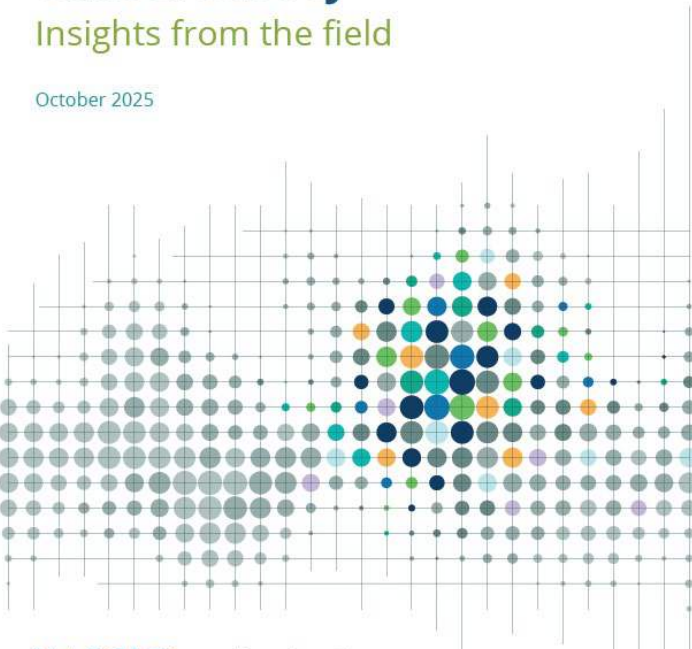
Advice for New CDOs

- Build relationships across the enterprise
- Conduct a comprehensive “as-is” assessment of the effectiveness of the current data management program
- Understand business needs and strategic objectives
- Engage with executive and functional leaders
- Leverage peer networks and external models
- Take a methodical, phased approach
- Be resilient and patient





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Chief Data
Officer Survey**
Insights from the field
October 2025



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