



Indiana Office of the Chief Data Officer

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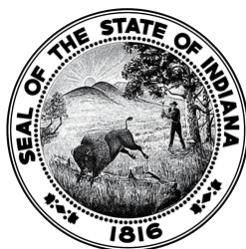
Indiana Data Management Strategy

A Statewide Framework for Responsible Data Management

Prepared by: Indiana Office of the Chief Data Officer with the Indiana Management Performance Hub

Date: July 2026 | 2026–28 Strategy Period

Version: 1.0



MANAGEMENT
PERFORMANCEHUB

Introduction: Data as a Public Asset

The State of Indiana collects and manages information that touches nearly every aspect of life—from education, health, and transportation to public safety, economic development and natural resources.

This data is a public asset, entrusted to the State by millions of Hoosiers.

Viewing data through this "asset" lens highlights three values that the State has worked to implement in our governance and approach:

- 1. Data must be protected.** Assets have value and must be safeguarded against loss or theft. Protecting the privacy and security of information is our top priority.
- 2. Data must be maintained.** Like capital assets, data requires regular maintenance to preserve its value. Data quality is paramount, so ongoing care and attention are necessary to ensure accuracy and usability.
- 3. Data should be leveraged.** To fully realize their potential, assets should be used to generate greater value. Source systems function to track transactions, but system data can be combined with other sources and transformed into analytics products that serve three primary audiences:
 - Agency leaders and managers, for monitoring performance
 - Policymakers, for informing decisions
 - The public, for transparency and research purposes

The key to furthering these values is the continued maturation of data governance programs. Documenting data elements in a standardized way lays the groundwork for sharing the right information with the right audience at the right time.

The primary challenge to managing the State's data assets is that they are distributed. Responsibility for the collection, processing, analysis and dissemination of data is spread across numerous agency owners. As such, optimizing data management requires coordination with stakeholders across the enterprise.

Scope and Authority

This strategy establishes the statewide data management framework for the State of Indiana. It is authored by the Office of the Indiana Chief Data Officer (OCDO) and operationalized by the Management Performance Hub (MPH) under Indiana Code § 4-3-26. OCDO policies, standards, procedures and guidance serve as the minimum statewide requirements for executive state agencies.

To ensure comprehensive statewide coverage, this strategy recognizes and incorporates standards and responsibilities set forth by additional statutory authorities responsible for specific domains of data governance. These include:

- The **Indiana Office of Technology (IOT)**, responsible for statewide technology infrastructure and security standards under Indiana Code § 4-13-1.
- The **State GIS Officer**, who establishes and enforces statewide geographic information system (GIS) data standards and integration plans under Indiana Code § 4-23-7.3;
- The **Indiana Archives and Records Administration (IARA)**, which establishes standards for records retention, preservation, and archival management under Indiana Code § 5-15-5.1.

This strategy applies to all executive state agencies as defined under Indiana Code § 4-3-26-2. These agencies obviously retain any respective statutory or administrative authority to establish governance decisions granted to them. Any agency may also adopt stricter internal standards provided they do not conflict with applicable statewide policies or statutory requirements.

Progress to Date

Over the past decade, Indiana's statewide data management has advanced significantly due to coordinated action across agencies, strengthened enterprise standards, shared tooling and maturing governance structures. These efforts collectively reflect Indiana's commitment to responsible data stewardship, transparency and minimizing unnecessary burden on residents. In recent years, the State of Indiana has:

- Published enterprise standards and policies covering privacy, data classification, dataset suppression, data quality and the responsible use of emerging technologies, including artificial intelligence (AI).
- Established a State Data Governance Council that provides a forum for enterprise discussion, cross-agency coordination and collaborative refinement of statewide standards.
- Advanced enterprise-wide tools and platforms, including managing application programming interface (API) access at an enterprise level, with additional shared data services under active development.

This progress establishes a strong foundation. In several cases, it has produced successful analytics products and shared tools that demonstrate what is possible. Realizing the full value of these investments requires more consistent processes, clearer standards, and deeper cooperation and adoption across agencies. Until then, much of the State's data continues to be:

- **Fragmented:** Locked in agency-specific systems with limited integration.

- **Inconsistent:** Subject to differing definitions, formats and quality standards.
- **Underutilized:** Valuable insights trapped due to access barriers and capability gaps.
- **At risk:** Ungoverned sharing practices, shadow analytics and unclear accountability creating avoidable vulnerabilities.

The cost of fragmentation is measured in duplicative investments in incompatible systems and tools, decisions made using incomplete or untimely information, constituent frustration from disjointed service experiences and security and privacy vulnerabilities.

The foundational elements of a statewide data program are now in place. However, the lack of agency implementation guidance, enablement, training, funding and staffing has created challenges in executing a truly cohesive data management program across the enterprise.

Vision

Indiana is building toward a future in which trusted, well-governed data is readily discoverable and responsibly used across the enterprise. When data is effectively and consistently managed, numerous opportunities to create additional value are unlocked:

- **Better understanding of available data.** A central data catalog breaks down silos and provides visibility into which "sources of truth" are available.
- **Stronger, more refined access controls.** More detailed metadata documentation permits tighter enforcement of privacy protections.
- **Standardized formats that facilitate data sharing.** When systems store similar fields in the same format, combining datasets becomes easier and faster.
- **Better data quality.** Correcting missing, outdated or inaccurate data at the source improves usability for downstream analytics applications.
- **Clarity of roles and responsibilities.** Clear data ownership reduces duplicative effort and ensures critical tasks don't fall through the cracks.
- **Greater focus on insight and decision-making.** Subject-matter experts spend less time manipulating data and more time analyzing it and exploring new questions.
- **Easier fulfillment of data requests.** Both providers and requestors of state data expend less time and effort.
- **Readiness for AI.** High data quality and well-documented process flows are essential to AI preparedness.

Pathway to Success

The State of Indiana has identified six guiding principles to chart a path toward our future state. These principles guide our initiatives:

1. **Data Management as a Public Duty.** Indiana views data as a public asset entrusted to state government by the people it serves.
2. **Privacy by Design and Transparency.** Protecting the privacy of individuals is fundamental to true data stewardship. Hoosiers have a right to know what information the State holds, and we are committed to transparency.
3. **Enterprise Standards Combined with Agency Expertise.** Indiana's agencies are the subject-matter experts on the data they collect, but the State must function as a cohesive enterprise.
4. **Minimizing Hoosier Burden.** Data should be collected thoughtfully and used efficiently. Indiana aims to reduce unnecessary data collection, avoid duplication and maintain authoritative sources to prevent conflicting or outdated information.
5. **Responsible Use of Data and Technology.** Indiana will ensure that technology is applied in ways that are fair, transparent and easy to understand.
6. **Commitment to Continuous Learning and Improvement.** Data management and stewardship are ongoing commitments that evolve with technology, expectations and public needs.

Realizing our ultimate vision will require a long-term effort; however, there are concrete steps we can take now to lay the groundwork. As part of our path to success, the State of Indiana commits to the following enterprise initiatives for 2026–28:

1. **Revise statewide data management practices.** We are undertaking a comprehensive review of statewide data management practices to ensure Indiana's data is accurate, accessible, and consistently governed. This effort will help modernize our data infrastructure and support better decision-making for all Hoosiers.
 - Conduct agency baseline & gap assessments with MPH/IOT to document current practices and action plans
 - Establish a streamlined data request & sharing portal to create consistent access, governance and predictable timelines
 - Grow participation in the State Data Hub to standardize how and where agencies prepare and publish public datasets
 - Refine vendor and contract management to better build data privacy protection and governance into new systems and procurements so compliance is established at design time

- 2. Scale data stewardship appropriately.** MPH will lead a data stewardship campaign to help equip agencies with rightsizing data stewardship programs in their agency— defining organizational roles and responsibilities for data ownership.
 - Establish data governance as an ongoing process actively managed as part of standard business practice
 - Assign data stewardship as a formal job responsibility to designated positions within each agency
- 3. Strengthen data inventory and catalog standards.** Each agency will maintain, at minimum, a core data inventory and, when appropriate, a full data catalog — ensuring data is better understood, easier to use responsibly and more accessible for transparency and collaboration.
 - Expand agency level data cataloging through the definition and support of enterprise cataloging tools
 - Circulate and apply shared metadata, definitions and structural standards where applicable so inventories and catalogs are consistent across agencies
- 4. Provide agency implementation guidance for data governance.** Executive branch agencies are expected to align their data management practices with the minimum data governance standards established by MPH - including classification, quality, lifecycle management, and access requirements.
 - Continue to support agency adoption through technical assistance, shared tools and enterprise-level guidance to help agencies implement these practices consistently and effectively

Indiana is committed to managing its data as the public asset it is — and to building the enterprise capabilities that will enable the implementation of this strategy. The OCDO and MPH stand ready to collaborate with every executive state agency to turn these commitments into action and make this shared vision a reality.