

Strengthening Foundations. Advancing the Profession



DAMA INTERNATIONAL® 2025 ANNUAL REPORT



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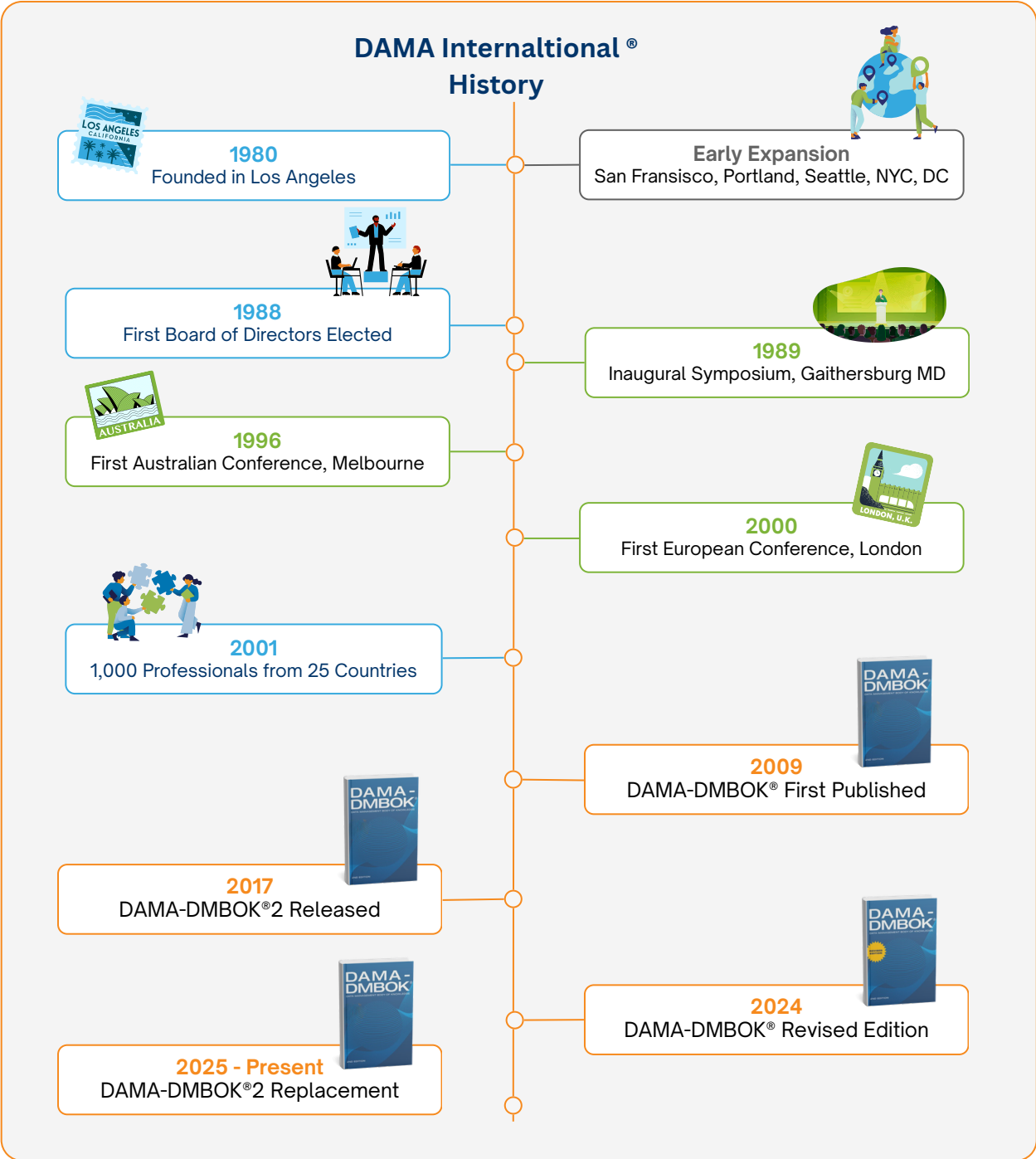
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Celebrating 45 Years of Data Management Excellence



- Organizational
- Global Reach
- Publications
- Future

Message from the DAMA International® President



Dear DAMA® Members

Our priority has been clear: strengthen the foundations of our global community while positioning the profession for what comes next. Rather than pursuing isolated initiatives, we have concentrated on building the structures that will enable sustained growth, relevance, and impact.

The most visible outcome has been the continued expansion of our global chapter network. New chapters across multiple regions reflect growing demand for data management expertise and the strength of DAMA®'s community-driven model. This growth is intentional. It is about building a truly global profession, connected through shared standards, practices, and purpose.

Importantly, we are not only expanding—we are activating that growth. This year, we introduced new support for chapter-led engagement through a global DAMA® Days benefit program, providing speaker support, event services, and targeted funding. This ensures that chapters are equipped to deliver consistent, high-quality experiences and strengthens our ability to engage members locally, at scale.

At the same time, we are engaging directly with the forces reshaping our profession. The rise of generative AI presents both opportunity and risk. Our approach has been measured and grounded—creating space for exploration through new affinity groups while reinforcing the importance of governance, quality, ethics, and accountability. In doing so, we are ensuring that data management remains central to how organizations adopt and manage these technologies.

In 2025, DAMA International® launched the GenAI4DM Affinity Group — a global forum developing practical guidance, best practices, and reusable frameworks to help organizations adopt generative AI responsibly within governed, principled data management practices.

We have also taken steps to strengthen leadership across the profession. The DAMA International® Data Executives and Leaders (IDEAL) initiative brings together senior leaders to share insight and shape direction. At the same time, the DAMA International® Fellows program continues to recognize individuals

whose sustained contributions have advanced both the discipline and the global DAMA® community. Together, these efforts reflect a more intentional approach to leadership—connecting practitioners, executives, and recognized thought leaders in a unified ecosystem.

A central priority this year has been advancing the DAMA-DMBOK® program. Through the work underway at damadmbok.org, we are evolving the Body of Knowledge into a more dynamic, continuously updated resource. This shift toward a living, community-driven standard ensures that the DAMA-DMBOK® remains relevant in a rapidly changing environment while maintaining its role as the authoritative foundation of the profession.

In parallel, we have begun shaping the next phase of our education ecosystem. We are exploring the transition from a Registered Education Provider model to an Approved Training Provider (ATP) program, with strengthened standards, clearer requirements, and greater global recognition. Over time, this work may support the establishment of a certification mark, further reinforcing the integrity and consistency of DAMA® -aligned education and certification pathways.

Our core programs remain strong. The DAMA-DMBOK® and the Certified Data Management Professional® (CDMP) designation continue to provide a trusted foundation for practitioners worldwide. Our conferences and chapter-led events continue to deliver practical, practitioner-focused learning and connection.

This has been a year of building with intent. Not defined by a single initiative, but by the deliberate strengthening and alignment of the systems that support long-term impact.

We are now well positioned for the next phase—advancing professional standards, deepening our role in emerging areas such as AI, and expanding the global influence of data management as a critical organizational capability.

We thank our members, volunteers, chapters, and partners for their continued commitment. Their work is what enables DAMA® to grow, evolve, and lead.

Sincerely,



Peter Aiken

Peter Aiken

President
DAMA International®

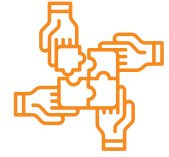


G van Dalen

Gina van Dalen

Executive Director
DAMA International®

The 2025 DAMA International® Board of Directors



Peter Aiken, PhD
Term: 2021-2026
President



Peter Vennel, CDMP (P)
Term: 2023-2025
Board Member



Frank Kadwell, PhD, CDMP (A)
Term: 2022-2027
Treasurer



Marilu Lopez, CDMP (M)
Term: 2023-2025
Board Member



Eva Smith
Term: 2025
Board Member



Ronald Baan, CDMP (A)
Term: 2025-2027
Board Member



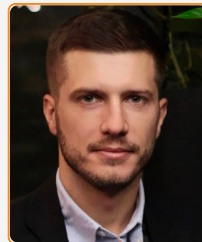
Ellen Brown, CDMP (A)
Term: 2025-2027
Board Member
Chair, Presidents Council



Jill Camper
Term: 2025-2026
Board Member



Eugene Desyatnik, CDMP (P)
Term: 2025-2026
Board Member



Alexander Zhukov, CDMP (P)
Term: 2025-2027
Board Member

Governance & Organizational Maturity



Strong organizations don't happen by accident. They're built through intentional design, disciplined execution, and continuous refinement of how decisions get made and who holds accountability.

In 2025, DAMA International® completed a comprehensive governance restructuring that clarifies the distinct roles of Board, staff, advisors, and volunteers. The Board now operates purely in its fiduciary capacity - setting strategy, monitoring risk, ensuring compliance, and protecting organizational assets. Day-to-day operations are managed by empowered staff working within documented authority limits and approved policies.

This separation isn't bureaucratic overhead - it's protection against mission drift, resource misallocation, and the governance failures that undermine member organizations. When everyone knows what they're responsible for, decisions happen faster, execution improves, and accountability becomes transparent.

We formalized committee structures around governance needs rather than personalities, ensuring institutional memory survives leadership transitions. We documented decision rights to eliminate ambiguity about who can authorize what. We implemented controls that protect both the organization and the individuals serving it.

The result is an organization that can sustain excellence regardless of who's in what role—the definition of institutional maturity.



Governance Control Framework

- Sarbanes-Oxley principles adapted to nonprofit context
- Documented delegation of authority matrix implemented
- Monthly board reporting on compliance, risk, and performance
- Independent financial review conducted
- D&O insurance coverage maintained at \$2M aggregate
- Policy register established with 23 governing documents ratified



Risk Management

Top identified risks: certification integrity, IP protection, chapter alignment
Mitigation strategies documented for all high-severity risks

Chapters & Regional Network



DAMA International® is not a headquarters with outposts. It's a network of local communities united by shared standards and mutual support.

Our 78 chapters worldwide are where most members experience DAMA®—through monthly meetings, peer networking, study groups, and professional development workshops. Chapter health is organizational health.

In 2025, we confronted a tension: How do we preserve local autonomy while ensuring global consistency? How do we support chapter leaders without micromanaging them? How do we maintain quality standards without imposing a bureaucratic burden?

The answer: clarity, not control. We established transparent affiliation requirements—not to restrict chapters, but to ensure every chapter using the DAMA® name upholds the same baseline expectations around governance, financial management, and member value.

The result: a stronger, more aligned chapter network where members can trust that DAMA® quality travels across borders.



Chapter Governance & Legal Compliance

- Active chapters globally: 78
- Affiliation agreements executed: 64
- Chapters meeting governance standards
- Regional coordinator structure: 7 regions with designated coordinators
- Chapter audit process: Annual attestation required; random sampling of financial records



Risk Mitigation

- Chapter operations indemnification language standardized
- Insurance requirements specified in affiliation agreements
- Trademark usage guidelines distributed and monitored
- Financial independence verified to protect DAMA International® from chapter liabilities

Chapter-lead study groups around the world continue to support the candidates preparing for CDMP®, reinforcing the value of peer learning along side globally recognized standards

2025... Our Growing Community



These Member Chapters joined our growing global community this year.

Forming Chapters

- DAMA® New Zealand - Christchurch
- DAMA® North Macedonia - Skopje
- DAMA® Sweden NSG
- DAMA® San Salvador
- DAMA® Algeria - Algiers
- DAMA® Azerbaijan - Baku
- DAMA® Bahrain
- DAMA® Ghana-Accra
- DAMA® Kuwait City
- DAMA® Oman - Muscat
- DAMA® Doha
- DAMA® Austin
- DAMA® Dallas
- DAMA® North Carolina

Affiliated Chapters

- DAMA® Indonesia Jakarta
- DAMA® KL & Selangor
- DAMA® Mongolia Ulaanbaatar
- DAMA® Costa Rica - San Jose
- DAMA® Ciudad de Guatemala
- DAMA® South Florida



DAMA San Francisco



DAMA Poland



DAMA KL & Selangor

2025... Affinity Groups



GenAI4DM Affinity Group

In 2025, DAMA International® launched the GenAI4DM Affinity Group to address the growing impact of generative AI on the data management profession. The initiative serves as a global forum for practitioners, architects, and leaders to explore how generative AI can be applied responsibly within data management practices.

GenAI4DM focuses on embedding established data management principles—such as governance, quality, and accountability—into AI-enabled data pipelines, products, and solutions. The group is developing practical, role-based guidance, actionable best practices, and reusable assets including case studies, design patterns, and evaluation frameworks to support responsible adoption.

By creating a collaborative, interdisciplinary community, GenAI4DM is helping to bridge the gap between emerging AI capabilities and trusted data management standards. This work ensures that as organizations adopt generative AI, they do so in a way that is aligned, governed, and sustainable.

DAMA International Data Executives and Leaders (IDEAL)

In 2025, DAMA® International expanded its engagement with senior leaders through the DAMA International® Data Executives and Leaders (IDEAL) initiative. Designed for Chief Data Officers and senior data leaders, IDEAL provides a dedicated forum for peer exchange, strategic discussion, and leadership development.

IDEAL brings together executives with enterprise-wide responsibility for data to share insights, address common challenges, and contribute to shaping the future of data leadership practice. The initiative focuses on key areas such as enterprise data strategy, governance and risk, and building data-driven organizational cultures.

By strengthening connections at the executive level, IDEAL enhances DAMA®'s ability to align its programs, standards, and certifications with the evolving needs of organizations, while reinforcing its role in advancing data leadership globally.

“There are very few places where data leaders can have honest, peer-level conversations about governance, risk and organizational change. IDEAL is beginning to fill the gap.”

Michael Servaes, Founding Member IDEAL

DAMA[®] Days



In 2025, DAMA International[®] launched a new chapter benefit program designed to strengthen local communities by bringing DAMA International[®] resources and leadership directly to DAMA[®] Day events around the world. The program supports three chapters per year at two levels: Flagship support, which includes travel expenses for two DAMA International[®] Board member speakers, event management service, and a ticket-selling platform; and Speaker support, which covers travel expenses for two Board members.

Eligibility criteria are deliberately rigorous — chapters must be affiliated and in good standing, maintain an active online presence, demonstrate consistent engagement with the Presidents' Council and Regional Council, and show evidence of local organizational capacity, including relationships with potential sponsors and venue partners. This is not a passive benefit; it is a competitive, merit-based program that rewards chapters who have done the work of building strong local foundations. By rotating support across regions and linking selection to demonstrated governance and community capacity, DAMA International[®] ensures that this investment reaches chapters where it can have the greatest impact — amplifying local momentum, elevating the DAMA International[®] brand in new markets, and making the global organization tangibly present in the communities where members live and work.



DAMA[®] Capítulo Ecuador

One of the most compelling illustrations of DAMA International[®]'s growing global reach in 2025 was the DAMA[®] Day series hosted by DAMA Capítulo Ecuador in the summer of 2025, which brought together practitioners, academics, and organizational leaders across three cities. The International DAMA[®] Day 2025 in Quito united founders and experts from DAMA International[®] with regional leaders and professionals from diverse sectors to share experiences, trends, and best practices in data quality, artificial intelligence, ethics, and privacy — an unprecedented gathering that positioned Ecuador as a regional reference point for data governance and management.

DAMA Body of Knowledge (DAMA DMBOK®) 3.0 Project



The DAMA-DMBOK® 3.0 project is an initiative by DAMA International® to modernize and update the Data Management Body of Knowledge — the authoritative global standard for the data management profession. As the data landscape evolves rapidly with advances in AI, analytics, and governance, the existing framework requires a comprehensive refresh to remain relevant and practical for practitioners worldwide. The project aims to incorporate emerging industry trends, eliminate redundancy, streamline content into a consistent voice, and redesign the DAMA-DMBOK® Wheel to better reflect current best practices.

Developed through a Triple Helix model of collaboration involving practitioners, academics, and industry organizations from over 50 countries, the initiative invites contributions through focus groups, town halls, and an open feedback portal. Ultimately, DAMA-DMBOK® 3.0 seeks to ensure that the Body of Knowledge continues to serve as a future-proof, universally applicable reference for anyone pursuing excellence in data management — including those working toward the Certified Data Management Professional® credential.



DAMA Body of Knowledge (DAMA DMBOK®) 3.0 Project



Key Initiatives

DAMA-DMBOK® 3.0 Project	Global Community Engagement	Certified Data Management Professional®
<p><i>The flagship initiative of 2025 — modernizing the global standard for data management.</i></p>	<p><i>Collaborative knowledge-building across regions, industries, and disciplines.</i></p>	<p><i>Growing the next generation of credentialed data management professionals worldwide.</i></p>
<ul style="list-style-type: none"> • Incorporating AI, analytics & governance trends • Redesigned DAMA-DMBOK® Wheel framework • Single, consistent author voice throughout • Modern brand-consistent layout & structure 	<ul style="list-style-type: none"> • Quarterly Town Halls & Focus Group Sessions • Interview Series with Thought Leaders • Open feedback portal for practitioners • DAMA-I chapter network expansion 	<ul style="list-style-type: none"> • CDMP® Masters Editorial Review Panel active • Exam updates aligned to DAMA DMBOK® 3.0 roadmap • Expanded study resources & community prep • Global recognition across enterprise organizations

2025 Key Milestones

Q1 2025	Q2 2025	Q3 2025	Q4 2025
<p>Project Launch</p>	<p>Focus Groups Begin</p>	<p>Thought Leader Series</p>	<p>Town Hall: Session 2</p>
<p>DAMA-DMBOK® 3.0 editorial board formed; community contribution guidelines published.</p>	<p>Global focus group sessions launched; knowledge area reviews underway across 8 domains.</p>	<p>Interview series launched; nominations opened for global data management experts.</p>	<p>Quarterly town hall delivered project updates to thousands of registered DAMA® members.</p>

Technology, Infrastructure & Financial Stewardship



Behind every member interaction—certification registration, chapter event discovery, community forum access—sits technology infrastructure that either enables or frustrates. In 2025, DAMA International® made infrastructure a strategic priority, not an operational afterthought.

We migrated our core system to a new cloud infrastructure. We established retention policies and privacy protections. We practiced what we preach.

Financial Stewardship

DAMA International® operates as a nonprofit, but "nonprofit" doesn't mean financially naive. It means revenue exists to serve mission, not shareholders. In 2025, we managed your investment—member dues, certification fees, licensing revenue—with the same rigor a fiduciary manages a trust.



Financial Governance & Compliance

- Independent review: Financial statements reviewed by an external CPA firm
- Reserve policy: Minimum 6 months operating expenses maintained (actual: 8.2 months)
- Investment policy: Conservative allocation per nonprofit prudent investor standards
- Conflict of interest: All financial decisions are subject to COI disclosure and abstention protocols
- Tax compliance: Form 990 filed timely; state registrations current in all required jurisdictions
- Program efficiency: 76% of spending on mission activities (benchmark: >70%)
- Administrative overhead: 18% (benchmark: <25%)

People, Operations & Looking Ahead to 2026



Organizations don't accomplish anything. People do. DAMA International®'s progress in 2025 reflects the dedication of staff members who manage complex operations, volunteers who contribute expertise without compensation, and Board members who govern with diligence and care.

Strategy without discipline is aspiration. Discipline without strategy is stagnation.

Looking ahead, DAMA International® enters 2026 with both the clarity of purpose and the financial foundation to pursue transformational growth. The 2026–2028 Strategic Growth and Capability Plan sets an ambitious but disciplined course: tripling individual membership, expanding the global chapter network, increasing Certified Data Management Professional® certifications, and growing annual revenue — all while maintaining the financial reserves and governance rigour that protect long-term organizational health.

These are not aspirational targets; they are performance-gated commitments backed by a phased implementation roadmap and a clear accountability structure.

What makes this plan credible is what it asks DAMA International® to become, not just what it asks us to achieve. Phase by phase, the organization will transition from a volunteer-dependent model to a professional staffing structure, modernize the DAMA-DMBOK® and the Certified Data Management Professional® ecosystem, launch flagship data management products that diversify revenue beyond certification, and build the digital infrastructure that a truly global membership organization requires.

The data management profession is growing in strategic importance — in boardrooms, in regulatory frameworks, and in the rapidly evolving landscape of artificial intelligence and data governance. DAMA International® is positioning itself to lead that profession, not simply serve it.

1. Professional Standards	2. Membership & Engagement	3. Products & Operations
<ul style="list-style-type: none"> • Modernize & double Certified Data Management Professional® • Strengthen the Registered Education Program • Continuously update DAMA-DMBOK® 	<ul style="list-style-type: none"> • Clear, compelling member benefits • Strengthen Member chapter support • Target underserved geographies • Affinity Groups & digital community 	<ul style="list-style-type: none"> • Launch DAMA DMBOK® 3.0 and flagship products • Diversify revenue • Transition to professional staffing model • Modernize technology



 www.dama.org

 info@dama.org