



# Maryland

GOVERNOR'S WORKFORCE  
DEVELOPMENT BOARD



## Governor's Workforce Development Board 2024 Annual Report

## 2024 GOVERNOR'S WORKFORCE DEVELOPMENT BOARD LEADERSHIP

**Carim Khouzami**

Chair, Governor's Workforce Development Board  
CEO, BGE

**Delali Dzirasa**

Vice Chair, Governor's Workforce Development Board  
Founder & CEO, Fearless

**Myra Norton**

Chair, CTE Committee  
Senior Director,  
Johns Hopkins Technology Ventures

**Alexander Austin**

Chair, Industry Partnerships Committee  
President & CEO, Prince George's County Chamber of Commerce

**Stacey Herman**

Chair, Access & Equity Committee  
Assistant Vice President, Neurodiversity and Community Workforce Development  
Kennedy Krieger Institute

Complete listing of board members and committee membership is located in [Appendix A](#).

## 2024 STAFF

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Executive Director  
Governor's Workforce Development Board

**Shuana Davis**

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**Ben Hsieh**

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Executive Administrator  
Governor's Workforce Development Board

# Executive Summary

As Maryland's chief policy-making body for workforce development, the Governor's Workforce Development Board (GWDB) is accelerating innovative and evidence-based approaches to supercharge our economy and address persistent barriers to opportunity for our people.

In 2024, the GWDB built on the prior year's momentum with several landmark achievements amidst a year of building the Board's staffing capacity. This year the Governor approved the 2024-2028 State Workforce Development Plan, which centers the strategic vision for Maryland's workforce development system around four strategic pillars:

- I. Supercharge Key Sectors:** Set statewide sector priorities, identify skill needs, and drive industry partnership to shape and deliver workforce solutions.
- II. Advance Equity and Access:** Ensure equitable access to quality training and employment opportunities for all Marylanders.
- III. Prepare the Future Workforce:** Transform and expand career-connected learning opportunities to ensure every young person has access to a family-sustaining career pathway, regardless of their plans to obtain a college degree.
- IV. Improve System Alignment and Accountability:** Revisit system-wide performance goals, expectations, coordination, accountability, and feedback loops to ensure workforce system partners are working together efficiently and effectively.

Notable among the Board's 2024 achievements and impact were:

- I. Supercharge Key Sectors:**
  - GWDB's first Sector Strategy Accelerator culminated in the 2025 release of [Maryland's Cybersecurity Talent Strategy](#) and successful [legislation](#) to support its implementation
  - Establishing the [Talent Innovation Program and Fund](#) in partnership with the Maryland Department of Labor to enable the state to raise and leverage private and philanthropic resources as well as State resources, and supporting its [first investment in cyber ranges](#) in 2024
  - Launching the [Governor's Apprenticeship Pledge](#), in partnership with the Office of the Governor and the Maryland Department of Labor, which aims to engage 500 employers to launch or expand programs and register 5,000 apprentices in 2025
  - Forming the Industry Partnerships Committee to further drive employer-led strategy development through future Sector Strategy Accelerators
- II. Advance Equity and Access**
  - Drafting the state's first job quality framework, in collaboration with [Results for America](#), to inform continuous improvement of the workforce system and to guide workforce investments toward the best opportunities for Marylanders
  - Securing [resources](#) to study and develop recommendations to advance skills-based hiring in both the public and private sector across the state
  - Forming the Access & Equity Committee to further remove barriers to quality jobs

### III. Prepare the Future Workforce

- The Career and Technical Education (CTE) Committee took major vision-setting steps to steer the creation and expansion of accessible, high-quality, demand-driven career pathways for Maryland students, including:
  1. Creating the new [Maryland CTE Framework](#) which lays out the State's vision and priorities for CTE and supports the goals of the *Blueprint*
  2. Establishing the State's first-ever [definition and quality criteria for industry-recognized credentials](#), which are now being used to rigorously assess credentials that qualify for support under Perkins CTE funding and for programs being expanded under the *Blueprint*
  3. Defining minimum quality standards for the [high school level of a Registered Apprenticeship](#) to guide expansion of transformative apprenticeship opportunities for high school students
  4. Deploying of the State's first-ever CTE Expert Review Teams to visit high schools and local education agencies (LEAs) to monitor progress, challenges, and identify best practices in implementing the *Blueprint*
- Hosting the first [Maryland Business Summit on Engaging the Future Workforce](#) with the Annie E. Casey Foundation, convening over 150 business, education, and philanthropy leaders and connecting at least 35 new employers to their local workforce and education agencies to develop new opportunities for youth

### IV. Improve System Alignment and Accountability

- Developing a new operational framework to expand Board roles in partnership, governance and accountability for the public workforce system comprised of Maryland's 13 local workforce development boards and 33 American Job Centers, to accelerate continuous improvement in provision of services to Marylanders with barriers to employment

To power the Board's execution of its priorities and initiatives, the GWDB successfully increased its staff team from five to 10 full-time positions this year; strategically leveraged staff-level partnerships across sister agencies such as the Maryland Departments of Labor, Education, Commerce, and Higher Education; and raised new philanthropic support for priority projects in 2024 and beyond.

The GWDB is proud of its progress in 2024 and has even more ambitious plans for 2025 – including the launch of new Sector Strategy Accelerators in priority industries like healthcare and life sciences; deepening engagement in supporting and governing the public workforce system toward a shared vision and continuous improvement; and continued transformation of Maryland's career and technical education landscape to ensure no young person in Maryland is without a clear path to a good job. In 2025 we are moving with clarity, alignment, and urgency – advancing policies, partnerships, and performance with a singular vision to build a workforce system that delivers economic mobility for all Marylanders and a competitive edge for Maryland employers.



# Maryland Governor's Workforce Development Board 2024 Annual Report

June 20, 2025

The Honorable Wes Moore, Governor

The Honorable Bill Ferguson, President of the Senate

The Honorable Adrienne A. Jones, Speaker of the House

Re: Labor and Employment Article § 11-505(f) (MSAR # 10805) and Executive Order  
01.01.2023.22

Dear Governor Moore, President Ferguson, Speaker Jones, and the Citizens of Maryland:

We are delighted to present to you the 2024 Annual Report for the Maryland Governor's Workforce Development Board (GWDB), highlighting events and accomplishments for the period of January 1, 2024 through December 1, 2024. This report is a testament to the dedication and vision of our board under the Moore-Miller Administration and our fresh approach to moving in partnership, including with local workforce development board leaders, local education agencies, cabinet agencies and regional stakeholders. It highlights the continued progress that the Moore-Miller Administration's GWDB leadership team has made in building Maryland's workforce system to power economic growth that leaves no one behind.

The GWDB is the Governor's chief strategy and policy-making body for workforce development, playing a crucial role in addressing the state's workforce needs in the 21st century. The GWDB is a business-led board comprising a minimum of 41 voting members, including the Governor, cabinet secretaries, educational leaders, the State Superintendent of Schools, elected officials, labor representatives, and nonprofits. As stipulated by [Executive Order 01.01.2023.22](#), a majority of the board must be business representatives, ensuring that the board's initiatives are closely aligned with industry needs.

We look forward to continuing to work with you to realize our vision for Maryland to fully utilize its assets and support its dynamic, inclusive, and competitive economy such that all businesses can thrive and every Marylander has access to work, wages, and wealth.

Sincerely,



Delali Dzirasa  
Board Chair



Rachael Stephens Parker  
Executive Director

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# 2024 – 2028 State Workforce Plan

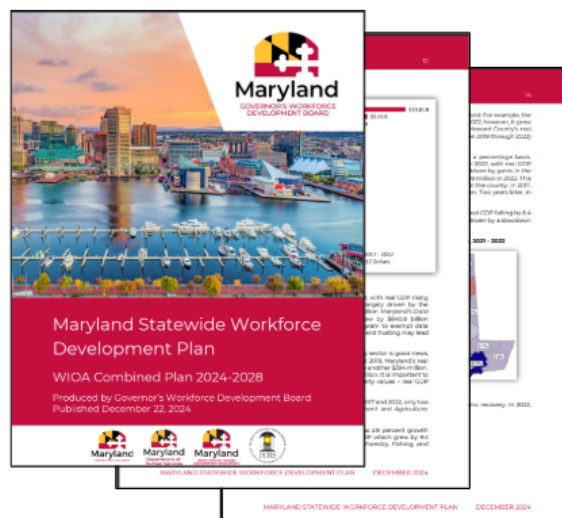
In April 2024, Governor Wes Moore formally approved Maryland's Statewide Workforce Development Plan for 2024 - 2028. This Plan sets forth an ambitious vision for an aligned and coordinated workforce development ecosystem that will leave no one behind. It aims to boost Maryland's economic competitiveness and ensure that economic growth is equitable by creating pathways to work, wages and wealth for all Marylanders.

As such, this Plan's strategic elements tie together a broad range of partners and resources, aligning around four core strategic pillars to realize our ambitious vision for Maryland:

- I. **Supercharge Key Sectors:** Set statewide sector priorities, identify skill needs, and drive industry partnership to shape and deliver workforce solutions.
- II. **Advance Equity and Access:** Ensure equitable access to quality training and employment opportunities for all Marylanders.
- III. **Prepare the Future Workforce:** Transform and expand career-connected learning opportunities to ensure every young person has access to a family-sustaining career pathway, regardless of their plans to obtain a college degree.
- IV. **Improve System Alignment and Accountability:** Revisit system-wide performance goals, expectations, coordination, accountability, and feedback loops to ensure workforce system partners are working together efficiently and effectively.

The Plan was created in partnership with and provides direction for Maryland's 13 local workforce development boards, who lead the on-the-ground work for the 33 American Job Centers across the state, as well as multiple core partners at the state level, and with additional staff support from the Maryland Department of Labor. This plan builds on steps the Moore-Miller Administration is already taking to advance workforce and economic opportunity and lays out strategic priorities for the work ahead. We will move with urgency, and in partnership, to leverage the momentum for change and progress in Maryland and create an equitable workforce system that works for all Marylanders.

Figure 1: Statewide Workforce Development Plan

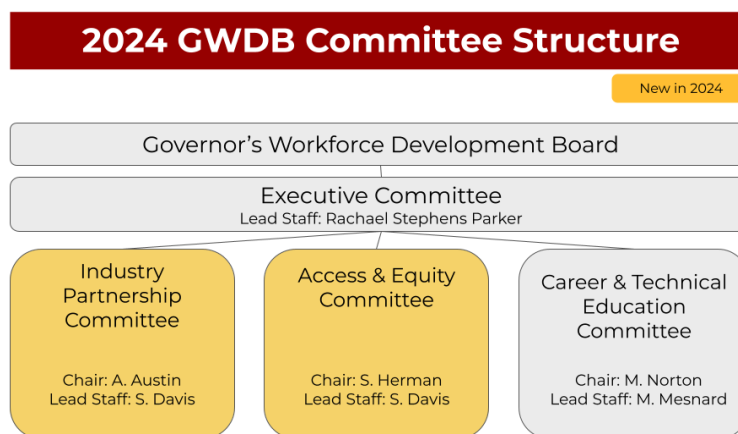


# Building the Board's Capacity to Lead – New Committees and Staff

In 2024, the GWDB built on the momentum of 2023 and continued to build its capacity through the addition of two strategic committees and doubling headcount to 10 FTEs by December 2024. These investments enabled the Board to significantly expand its reach and impact, particularly in the areas of industry-led partnerships and equitable access to quality jobs, helping to operationalize the state's workforce priorities with deeper technical expertise and more consistent engagement across Maryland's 13 local workforce areas.

## New Committees

First announced at the June 2024 board meeting, the GWDB kicked off the Industry Partnerships Committee and the Access and Equity Committee in July 2024. Committees meet quarterly and present out to the full GWDB at board meetings. A complete listing of board members and committee membership is located in [Appendix A](#).



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## Industry Partnerships Committee

Led by GWDB board members Alexander Austin (Chair) and Teaera Strum (Vice Chair), and supported by staff members Shuana Davis and Ashley Baldwin, the Industry Partnerships Committee is comprised of 14 board members or their delegates, and tasked with the mission of ensuring that Maryland's talent pipeline strategies are industry-led and demand driven. The committee advises on the development of industry partnerships, sector priorities and advancing the needs of business and industry within the workforce development system. The committee is aligned with Pillar I of Maryland's 2024-2028 State Workforce Development Plan – Supercharge Key Sectors.

In 2024, the Committee advised on the industry engagement and drafting of Maryland's [Cybersecurity Talent Strategy](#), which was prepared from June through December of 2024 and published in April 2025. The strategy outlines the state of the cybersecurity industry in Maryland as well as key actions the State can take to improve conditions in the coming years.



Drafting was led by the GWDB and members of the Cyber Maryland Board, in partnership with TEDCO and with capacity support provided to the GWDB by the Lumina Foundation.

Additionally, the committee supported development of a statewide job quality framework tailored to sector partnerships, designed to ensure that sector strategies not only respond to employer needs but also promote high-quality, equitable job opportunities. This framework will be finalized and embedded into future sector-based initiatives in 2025, positioning Maryland as a national leader in inclusive, industry-led workforce innovation.

### **Access & Equity Committee**

Led by GWDB board members Stacey Beichler ( and Dr. Roderick King and supported by staff Shuana Davis and Ashley Baldwin, the Access and Equity Committee. The committee is comprised of nine board members and their delegates, tasked with the mission to ensure that the public workforce system is accessible to job seekers with severe barriers to employment. The committee advises on policies and strategies that ensure priority populations have equitable outcomes to pathways to work, wages and wealth. The committee is aligned with Pillar II of Maryland's 2024-2028 State Workforce Development Plan – Advance Equity and Access.

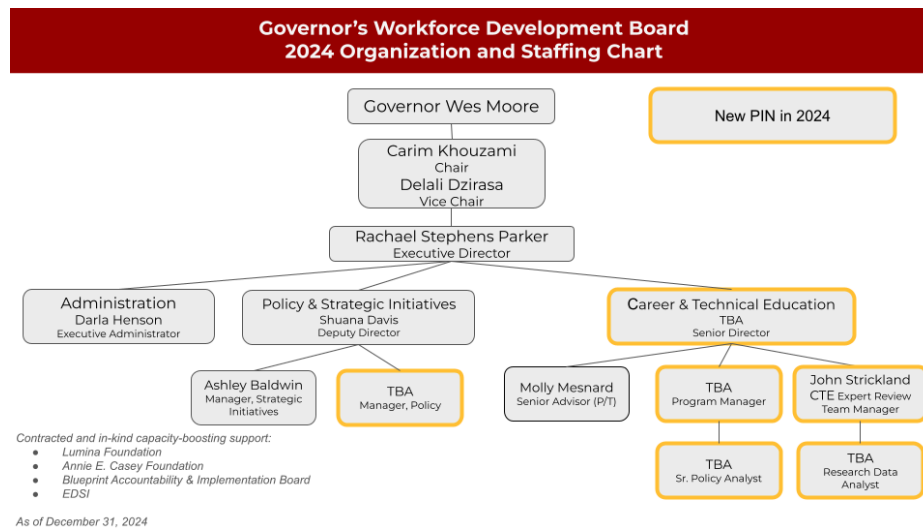
In 2024, the committee took a leading role in advancing the Board's work on job quality, partnering with a national leader in creating job quality frameworks Results for America. The committee is launching a study of national and state frameworks and drafting Maryland's own job quality model. The framework focuses on improving wages, benefits, workplace culture, and opportunities for advancement for underrepresented and historically marginalized populations.

Additionally, the committee is advising on two major cross-cutting efforts in 2024: a statewide asset mapping initiative and a legislatively funded study on skills-based hiring. The asset mapping project is aimed at identifying gaps and opportunities in Maryland's education and training ecosystem—helping the Board and its partners better align investments and policy decisions with equity goals. The committee will also play a key advisory role in the 2024–2025 skills-based hiring study, ensuring the research centers lived experience and employer practice to inform forward-looking state policies that reduce credential bias and expand access to meaningful work. Together, these initiatives represent a foundational year for the committee as it works to embed equity principles into every aspect of Maryland's workforce development system.

### **New Staff Members**

In 2024 the GWDB welcomed two new crucial staff members: Shuana Davis, Deputy Director for Policy and Strategic Initiatives, and Ashley Baldwin, Program Manager. Ms. Davis and Ms. Baldwin bring deep expertise in workforce development and policy execution. Their leadership is driving progress on Workforce Innovation and Opportunity Act (WIOA) policy, forming and staffing the above new committees, and enhancing oversight and support for Maryland's 13 Local Workforce Development Boards through coordinated governance and technical assistance.

As further testament to the Board’s growing impact, the GWDB was granted an additional five full-time position identification numbers (PINs) in 2024 — comprised of four new PINs included in the State’s Fiscal Year 2025 Operating Budget and one PIN transfer from the Maryland Department of Labor’s Division of Workforce Development and Adult Learning (DWDAL) to support the GWDB’s completion of WIOA governance responsibilities. Additionally, one contractual PIN was converted to a permanent PIN on the CTE team. These new roles were distributed across both the CTE Committee’s staffing infrastructure (including the contractual conversion of the CTE Expert Review Team Manager, and the addition of a Program Manager, Research Data Analyst, and Senior Policy Analyst) and the Policy and Strategic Initiatives team.



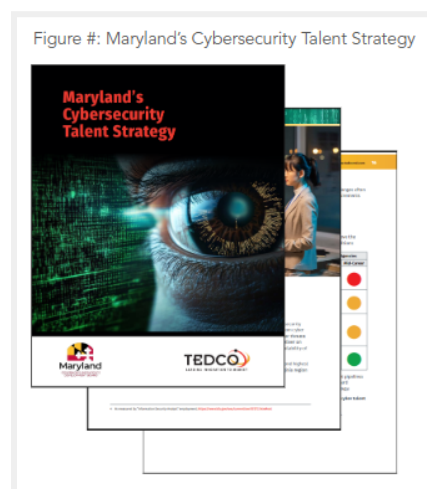
# Supercharging Key Sectors

The first pillar of the GWDB's 2024-2028 Strategic Plan, supercharging key sectors, focuses on the GWDB's role in setting statewide sector priorities, identifying skill needs, and driving industry leadership and partnership to shape and deliver workforce solutions. The State's priority sectors include: Cybersecurity and Information Technology, Healthcare and Life Sciences, Infrastructure, Manufacturing, Transportation and Logistics, and Hospitality and Tourism. In 2024, the GWDB focused on Cybersecurity and Information Technology, the most pressing opportunity for Maryland to capture.

## GWDB Sector Strategy Accelerator: Cybersecurity and Information Technology

The GWDB, in partnership with the Lumina Foundation and Cyber Maryland and with additional support from MD Labor staff, conducted 65+ stakeholder interviews and completed drafting of [Maryland's Cybersecurity Talent Strategy](#), published in April 2025. Governor Moore's administration has committed to "making Maryland the cyber capital of the United States and connect all Marylanders with the training they need to compete for jobs of tomorrow." Cybersecurity jobs are expected to grow by almost 40% over the next 10 years<sup>1</sup>, while an estimated 6,500 of job openings were going unfilled as of the start of 2024<sup>2</sup>.

This plan is anchored in four goals that build on the state's strengths, address workforce gaps for employers, and expand economic opportunities for Marylanders:



**1. Equip every Marylander with foundational skills to grow the pipeline of potential cyber talent:** Ensure Marylanders of all demographics are able to develop foundational digital skills and cybersecurity literacy skills that enable them to participate in public life and equip them to enter into cybersecurity education or training programs.

**2. Transform postsecondary cybersecurity education to align with industry needs:** Ensure curricula and experiential learning opportunities are developed in alignment with industry needs, and expand access and affordability of degree pathways into cybersecurity careers.

**3. Expand new pathways into cybersecurity careers beyond traditional higher education:** Develop and scale new, less "traditional" pathways into cybersecurity careers, creating opportunity for a more diverse talent pool by leveraging tools and models beyond the traditional postsecondary education system.

<sup>1</sup><https://labor.maryland.gov/lmi/iandoproj/wias.shtml>

<sup>2</sup><https://www.tedcomd.com/sites/default/files/2024-05/TEDCO%20Cyber%20Maryland%20-%20Cybersecurity%20Workforce%20Strategy%20-%20Final%20Report.pdf>

**4. Strengthen the federal, state, and local government cybersecurity workforce:** Strengthen partnerships with government agencies to cultivate talent pipelines for the public sector, and help individuals leverage public sector experience into career advancement opportunities across sectors.

### Talent Innovation Program and Fund

In May, Governor Moore signed a [new law](#) establishing the groundbreaking Talent Innovation Fund - a vehicle for foundations and the private sector to invest in the State's work to create more opportunities for our residents and meet the talent needs of our employers. This Fund has the potential to unlock millions of dollars in new resources, at no cost to taxpayers, and to offer unprecedented flexibility to deliver innovative and focused investments and to experiment with new, sustainable talent financing models. The bill also establishes the Talent Innovation Program to operate initiatives such as training programs supported by the Fund. The Program and Fund will be operated as a partnership between the Maryland Department of Labor and the Governor's Workforce Development Board, with the Board advising on strategic direction and priority initiatives, and the Department administering the Fund and Program. The Board actively supported and advocated for this successful legislation; GWDB Executive Director Rachael Stephens Parker testified in support of this legislation before the Maryland House of Delegates Economic Matters Committee, as did Secretary of Labor Portia Wu.

In November, the Governor announced the [first investment](#) made through this Fund - a \$1.8M investment in cyber ranges for Maryland's community colleges. The joint recipients from the competitive solicitation were the Baltimore Cyber Range and the Maryland Association of Community Colleges. This investment will help make Maryland more competitive by empowering all of Maryland's 16 community colleges to offer cutting-edge experiential training that both complements and enhances technical skills through new cyber ranges.



### Governor's Apprenticeship Pledge

Maryland celebrated National Apprenticeship Week (November 17 - 23, 2024) in fashion, as Governor Wes Moore launched the [Governor's Apprenticeship Pledge](#) during the week. The Governor's Apprenticeship Pledge is an initiative to help make Maryland more competitive and position Maryland as a national leader in apprenticeship. The pledge, first signed by AstraZeneca, will commit industry leaders to creating or expanding existing apprenticeship programs, with the goal of recruiting 500 new employers, 5,000 new apprentices, and at least five additional public agencies to registered apprenticeship by November 2025.

Registered apprenticeships provide opportunities for workers to "earn and learn." While working on the job, employees receive intensive training and mentorship from skilled professionals, in addition to related classroom instruction. Apprentices are sponsored by an



employer or association and are paid according to a progressive pay scale. Registered apprenticeships are good for business as they reduce turnover costs, increase productivity, make the workplace safer, and help build the workforce.



In 2024, Governor Moore also announced action to help make registered apprenticeships more accessible and affordable through Maryland's community colleges, leveraging the Promise Scholarship Program. Eligible students can receive up to \$5,000 to cover tuition and mandatory fee expenses after federal or state financial aid has been applied.

# Advancing Access & Equity

The Moore-Miller's administration is committed to leaving no one behind. As such, the second pillar of Maryland's 2024-2028 State Workforce Plan is to Advance Equity and Access, ensuring equitable access to quality training and employment opportunities for all Marylanders. The GWDB's progress in 2024 was focused on initiating a skills-based hiring study for the state of Maryland and supporting MD Labor with recovery after the Francis Scott Key Bridge collapse.

## Skills-based Hiring Study

The study was mandated per the [Joint Chairmen's Report](#) (JCR) of the 2024 Legislative Session and the Budget Bill (Fiscal Year 2025, [SB0360](#), [HB0350](#)), requiring that the GWDB, in consultation with the MD Labor, conduct a study on advancing skill-driven education and training, hiring, and internal advancement practices across public and private sector employees in the state of Maryland by July 1, 2025.

The study will lay the foundation for how Maryland's workforce system can be more in service to all Marylanders, especially those who are more vulnerable, with a focus on:

- Analyzing which industries in Maryland employ the most and fewest workers with high school diplomas and college degrees, and which require these credentials as part of the hiring process
- Assessing how often workers use the education or training tied to their diploma or degree in their current jobs
- Tracking the number of new jobs created over the past three years that require a high school diploma, college degree, or licensure linked to education
- Evaluating the current state and future potential of skills-based hiring in Maryland, including public and private sector efforts to reduce degree requirements and focus on skills

## Supporting Marylanders affected by the FSK Bridge Collapse

In the early morning of March 26, 2024, a container ship struck the Francis Scott Key Bridge, which caused the bridge to collapse, killing six construction workers and threatening the livelihoods of thousands of Marylanders. The GWDB staff is proud to have provided staff support to MD Labor's two flagship programs that it quickly rolled out during this critical moment – the Port of Baltimore Worker Retention Program and the Port of Baltimore Worker Support Program. The Worker Retention Program administered over \$17.4M of grant relief to businesses to keep 3,000+ Baltimore-area port workers on payroll throughout the emergency; 79% of businesses who received grant funding were part of the Baltimore metropolitan region. The Worker Support Program provided direct relief to workers who lost work and income due to the bridge collapse, many of whom are independent contractors –

the program disbursed \$9.3M in relief payments to over 2,800 workers. Furthermore, several GWDB board members and their organizations were foundational in launching the Maryland Tough Baltimore Strong Alliance (MTBSA), a cross-sector collaboration of philanthropic, business, and community organizations and leaders committed to ensuring a full recovery following the Francis Scott Key Bridge collapse.

## Job Quality Framework

In further alignment with Pillar II of Maryland's Statewide Workforce Development Plan, the GWDB also partnered with [Results for America](#) (RFA) to deepen its efforts around advancing equitable access to quality jobs through the development of a statewide Job Quality Framework. This collaboration supports the GWDB's system-wide implementation planning by providing tools to define what constitutes a "[quality job](#)" and establishing metrics to evaluate impact. Using [RFA's national framework](#) as a foundation—centered on job necessities (like earnings and schedule), job opportunities (like career growth and voice), and job features (like purpose and benefits)—the GWDB began applying these principles across workforce policy planning. RFA provides technical assistance to build out logic models, establish milestones, and support the Board's broader vision for aligning workforce investments with job quality outcomes. This work reinforces Maryland's commitment to ensuring not just access to work, but access to meaningful, sustainable, and upwardly mobile employment opportunities, particularly for communities historically left behind.

# Preparing the Future Workforce

The Career and Technical Education (CTE) Committee was established as a unit within the GWDB by the *Blueprint for Maryland's Future* ("the *Blueprint*") and aligns with the third pillar of the 2024-2028 State Workforce Plan, "Prepare the Future Workforce." Under the leadership of Chair Myra Norton, the CTE Committee works toward the objective of transforming and expanding career-connected learning opportunities to ensure every young person has access to a family-sustaining career pathway, regardless of their plans to obtain a college degree. The CTE Committee is comprised of 11 statutorily required members who all have to be GWDB members. Key highlights from 2024 include the development of Maryland's CTE Framework, issuing policies and defining what counts in the *Blueprint's* 45% goal, launching CTE Expert Review Team site visits, co-hosting the inaugural Maryland Business Summit on Engaging the Future Workforce alongside the Annie E. Casey Foundation, and leading the strategy and criteria for the implementation and evaluation of career coaching in CTE programs across the state. For a more detailed look at these initiatives, please reference the [CTE Committee's 2024 Annual Report](#).

## Maryland's new CTE Framework

The Maryland CTE Framework outlines a comprehensive statewide strategy designed to integrate academic and occupational competencies, ensuring students develop the critical thinking, problem-solving, employability, and technical skills required for success in a modern economy. The CTE Committee completed drafting of [Maryland's CTE Framework in 2024](#), which was subsequently approved and submitted to the Accountability & Implementation Board (AIB) on January 30, 2025. Developed with input from stakeholders and experts in CTE, including AdvanceCTE, the CTE Framework identifies key priorities, such as aligning education with current and future workforce needs and scaling high-quality career preparation pathways. Through extensive consultation and iterative feedback, the CTE Framework emphasizes collaboration, innovation, and alignment with the *Blueprint* to achieve its vision.

## Quality Standards for Apprenticeships and Industry-Recognized Credentials in High School

The *Blueprint* established a goal that, by the 2030-31 school year, 45% of public high school graduates will have completed the high school level of a Registered Apprenticeship or another industry-recognized credential, as defined by the CTE Committee ("45% goal"). The CTE Committee has issued two policies to define minimum

Defining the Blueprint's 45% Goal		High school students must complete one of the following by graduation to be counted
Options	Details	In 45% Goal
Registered Apprenticeship (RA)	<ul style="list-style-type: none"> <li>- Gold standard for fulfilling the <i>Blueprint's</i> 45% goal</li> <li>- Requires 144+ hours of related instruction (RI) and 250+ hours of on-the-job training (OJT) before graduation<sup>1</sup></li> <li>- Does not require completion of entire RA during high school</li> </ul>	✓
Industry-Recognized Credential (IRC)	<ul style="list-style-type: none"> <li>- IRC that validates skills for in-demand occupations and is recognized by employers, as approved by the GWDB CTE Committee<sup>1</sup></li> <li>- Student must earn an IRC on the approved list</li> <li>- Student can also complete as part of a YA (see below)</li> <li>- Should be pursued when a RA is not available</li> </ul>	✓
	Youth Apprenticeship (YA) + IRC	✓
YA Only	- Completion of YA without an IRC may still be a valuable experience for some students and employers, but cannot count toward the <i>Blueprint's</i> 45% goal <sup>2</sup>	✗



standards and quality criteria for both the “[high school level of a Registered Apprenticeship](#)” and other “[industry- recognized credentials](#)” (IRCs) that will be counted toward the *Blueprint’s* 45% goal. These policies went through extensive stakeholder input, both through public feedback surveys and other forums. The AIB approved the policies in August and October 2024, respectively. The CTE Committee issued the two policies on December 4, 2024, and also published a companion [summary of these two policies and what counts in the Blueprint’s 45% goal](#).

## CTE Expert Review Teams

The CTE Committee is also required by [Maryland Code, Education § 5-412](#) to operate CTE Expert Review Teams (ERTs) that visit schools with CTE programming and monitor progress in two key areas: building robust CTE systems and making progress toward *the Blueprint’s* vision. The CTE ERT gathers information about how CTE is implemented locally, observes promising practices, and identifies strengths and barriers related to workforce alignment, equitable access, student outcomes, and more through classroom observations and focus groups. The CTE ERT conducted two pilot visits in spring 2024 to test the structure and format of visits. The team then submitted a deployment plan for the 2024-2025 School Year to visit 11 local education agencies (LEAs), with each visit to one to two schools per county, in order to gather an overview and baseline for how CTE is being implemented across all 24 LEAs in the first two years of visits.

As of the end of 2024, the CTE Committee conducted four CTE ERT visits, and will conduct a total of 11 visits in School Year 2024-2025. From its reviews of CTE programming in Caroline County, Worcester County, Baltimore County, and Washington County Public Schools, the ERT was able to uplift key areas for policy or programmatic action by the State, such as:

1. Addressing Insufficient Space Available to Meet Program Demand
2. Addressing Challenges to CTE Instructor Recruitment
3. Capitalizing on High Student Interest in CTE
4. Filling the Gap in State-Level Direction for Career Coaching
5. Addressing Transportation Barriers that Limit Student Participation
6. Consider Variations in CTE Availability and Enrollment When Setting State and Regional Targets, Policies, and Implementation Practices
7. Expansion of Registered Apprenticeship

## Maryland Business Summit on Engaging the Future Workforce

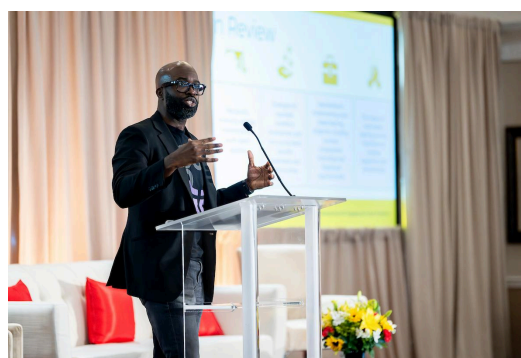
On December 9, 2024, more than 150 leaders representing business, education, workforce development, government and community organizations attended the Maryland Business Summit on Engaging the Future Workforce in Clarksville, Maryland. Hosted by the Annie E. Casey Foundation (Casey) and the GWDB, the summit explored strategies for empowering Maryland businesses to connect young people with



employment opportunities and bridge the gap between business talent shortages and youth unemployment. The day opened with an inspiring call to action from Governor Wes Moore and remarks by GWDB Executive Director Rachael Stephens Parker. The event was emceed by GWDB Deputy Director Shuana Davis, featured several headline speakers including GWDB Chair and Baltimore Gas and Electric (BGE) CEO, Carim Khouzami; GWDB Vice Chair and Fearless CEO, Delali Dzirasa; Annie E. Casey Foundation President & CEO Lisa Hamilton; IBM Vice President of Global Education and Workforce Development, Lydia Logan; and GWDB Executive Committee member, Howard County Executive Dr. Calvin Ball, and included panel discussions led by GWDB members Charnetia Young and Marco Ávila.

The summit centered around rich panel discussions featuring both employers and apprentices, covering topics such as:

- How businesses have successfully implemented youth worker-oriented strategies, such as internships, registered apprenticeships and summer employment programs;
- The critical role education and workforce organization partnerships play in the success of many businesses; and
- Testimonials from young people on the benefits of high-quality work experiences and mentorship.



The event generated new commitments to working with youth, including signing up at least 35 new employers to connect with their local workforce development boards and the CTE Directors of their local school districts. As a result, these businesses are now better connected to the Maryland workforce system and able to implement their learnings from the summit to increase youth employment in their own organizations.

## Career Counseling for Middle and High School Students

The *Blueprint* also tasks the CTE Committee with an evaluation and report on best practices within the career counseling programs. In 2024, the CTE Committee partnered closely with state partners, including the Maryland Workforce Association (MWA), the Maryland State Department of Education (MDSE), the AIB, as well as local partners implementing this work (LEAs, LWDBs, and Community Colleges) to define the goals of the career counseling programs, key terms, and recommended metrics for evaluation of the program. These definitions and metrics were presented to GWDB members at the December 17, 2024, board meeting and CTE Committee meeting in January 2025 for discussion and feedback. The recommended metrics were included in the required metrics in [legislation](#) that passed during the 2025 session of the General Assembly requiring the AIB to conduct an evaluation of the *Blueprint* career counseling program.

# Improving System Alignment and Accountability

In 2024, the GWDB began fully implementing its federally mandated responsibilities under WIOA to strengthen system governance, transparency, and statewide alignment. Under Pillar IV of the State Workforce Development Plan, the Board is committed to ensuring that Maryland's workforce system functions as a coordinated and accountable ecosystem—one that works collaboratively across agencies and regions to serve Marylanders effectively.

A key priority this year was overseeing the **local and regional planning guidance for 2024** for all 13 Local Workforce Development Areas (LWDAs), ensuring that plans were compliant with federal and state law while aligning with the administration's four-pillar strategic vision. To support this, the GWDB developed a structured, partner-led review process to assess compliance, programmatic integrity, and strategic alignment—marking a renewed commitment to shared responsibility and system coherence.

Throughout the year, GWDB staff actively participated in **monthly state partner calls with LWDB directors**, the **MWA retreats**, and **local board meetings**, strengthening feedback loops between state and local leadership. These engagements have enabled the Board to better understand regional challenges, elevate promising practices, and prepare responsive technical assistance and governance support.

The Board will expand its technical assistance offerings in 2025 with a focus on local board governance, WIOA policy updates, and system alignment support—including through a policy summit for local system leaders in spring 2025. This work directly responds to challenges and ongoing evolution within the local areas, and aims to equip partners with the tools, clarity, and shared expectations needed to strengthen compliance, collaboration, and performance statewide.

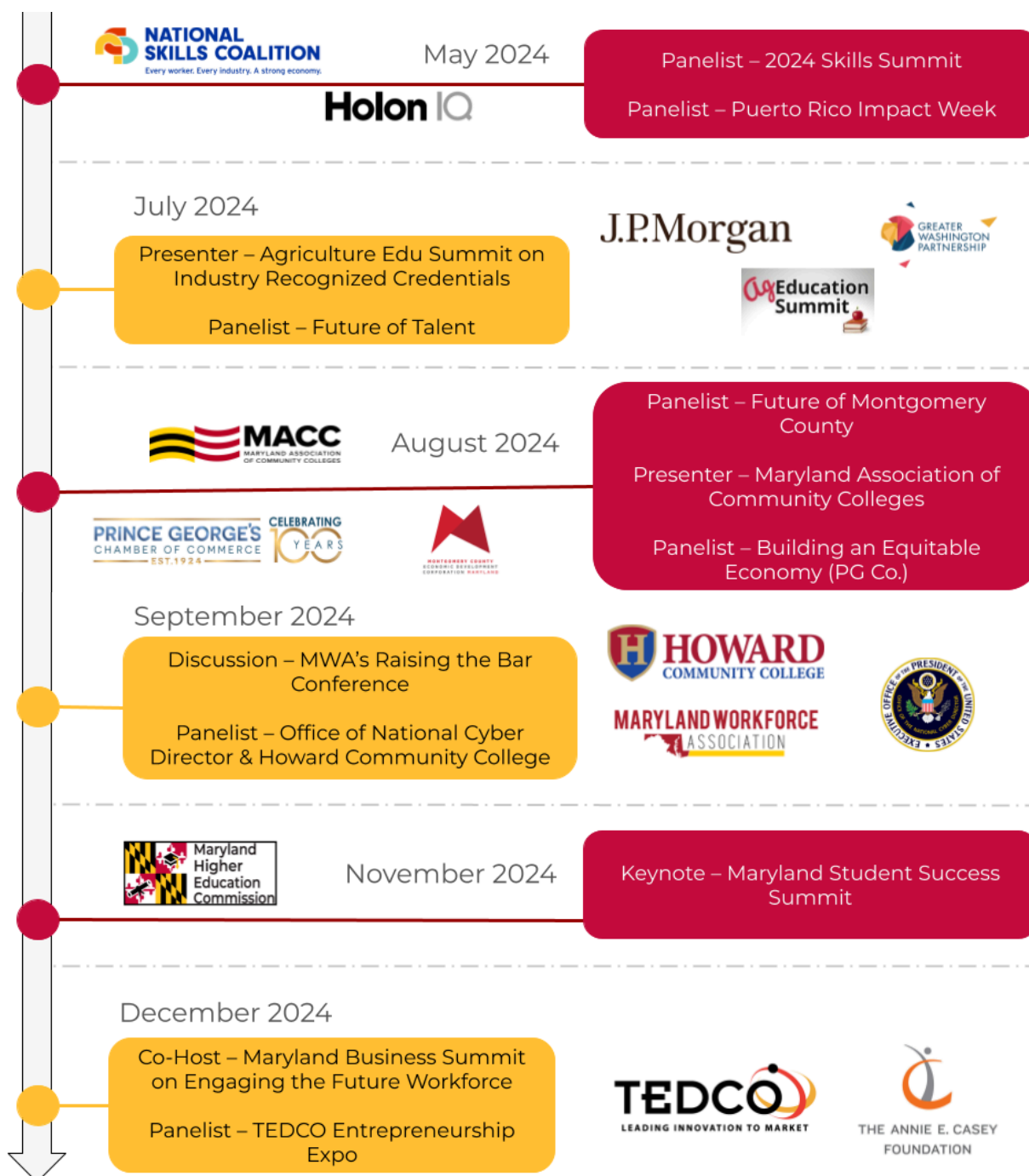
By stepping into its full WIOA governance authority and reinforcing systemwide collaboration, the GWDB is positioning Maryland's workforce system to be more **cohesive, data-informed, and performance-driven**, ensuring every stakeholder—from state agencies to local boards—is moving in alignment toward a stronger, more inclusive workforce future.

# Elevating Maryland's Workforce System on the Regional, National, and Global Stage

Among the central expectations for GWDB members and staff is serving as ambassadors of Maryland's workforce development ecosystem. To this end, the GWDB was an active leader, influencer, and ambassador on workforce development topics on the regional, national, and even global stages this year. Members and staff participated in a host of events and community engagement activities throughout the year.

## Notable Events throughout 2024





## Boards and Commissions

As part of her role, in 2024, GWDB Executive Director Rachael Parker supported Governor Moore's Jobs, Education, and Economy Performance Cabinets, and sat on the following boards and commissions:

- The Apprenticeship 2030 Commission;
- The TEDCO Cyber Maryland Board;
- The TEDCO Equitech Growth Commission;
- The MD Labor Correctional Education Council; and
- The Maryland Longitudinal Data System Center's Advisory Board,

The Executive Director also represented the Board on several Maryland state teams as part of national projects to advance workforce development and education policy and practice, including:

- The LAUNCH initiative (state team led by the Maryland State Department of Education);
- The Noncredit Mobility Academy (state team led by the Maryland Higher Education Commission); and
- The Service-to-Career Pathways Summit hosted by the National Governors Association (state team led by the Department of Service and Civic Innovation).

## Key Partners

The GWDB is grateful for the many organizations who have a shared mission to develop strategies, drive alignment, and accelerate implementation of innovative workforce development solutions that build robust talent pipelines for Maryland's employers and advance pathways to work, wages and wealth for all Marylanders.





# Looking Ahead to 2025

Maryland is reimagining how we prepare our residents with future-ready skills and connect them with pathways to work, wages, and wealth in a rapidly-changing economy, no matter their background. At the close of 2024 and early months of 2025, Maryland has found its economy at a turning point—a time of major upheaval, and of real opportunity. In this economic and fiscal climate it is more important than ever for Maryland to focus its workforce investments strategically toward highest-need - and highest-impact - areas of our state, our workforce, and our economy. The Board is committed to advancing Maryland's goals to foster systems of opportunity, drive innovation, and build a future-ready and resilient economy.

Toward this end, the Board will focus 2025 on accelerating its ongoing implementation of the Statewide Workforce Development Plan and its four strategic pillars outlined above. This will include high-impact activities and initiatives to:

## **I. Supercharge Key Sectors**

- Complete new Sector Strategy Accelerators, building on the model and lessons learned through development of the Maryland Cybersecurity Talent Strategy
- Design and direct the uses of new, innovative talent financing mechanisms under the Talent Innovation Program and Fund
- Drive employer participation in the Governor's Apprenticeship Pledge to expand registered apprenticeship across the state

## **II. Advance Equity and Access**

- Establish and implement the state's first job quality framework to guide key investments and help employers and job seekers create and access quality jobs
- Recommend ways to further increase the use of skills-based hiring and advancement practices in both public and private sector employment
- Leverage philanthropic and private sector partnerships to support this work, including initiatives formed through Governor Moore's [ENOUGH Alliance](#) with Jobs for the Future and Social Finance

## **III. Prepare the Future Workforce**

- Direct implementation of Maryland's new CTE framework and policies and quality standards for apprenticeships and industry-recognized credentials
- Evaluate best practices in career counseling

## **IV. Improve System Alignment and Accountability**

- Revamp foundational guiding frameworks and policies for the public workforce development system, amplifying its incredible impact for employers and jobseekers
- Build out technical assistance for implementation of local and regional workforce development plans that meet the state's goals
- Align state and local partners around a shared vision and framework for the *Blueprint's* career counseling program

## 2025 Meeting Dates

The GWDB holds public meetings at least once per quarter. All meetings are held in-person with remote joining options available to members. Members of the public are able and encouraged to view in person or online, and meeting recordings, materials, and minutes are publicly available on the GWDB website.

- Wednesday, March 26, 2025
- Wednesday, June 11, 2025
- Wednesday, September 10, 2025
- Wednesday, December 10, 2025



As required by law, the GWDB CTE Committee also conducts its business via public meetings. These meetings usually take place once per quarter. Members of the public are able and encouraged to view in person or online, and meeting recordings, materials, and minutes are publicly available on the GWDB website.

- Thursday, January 30, 2025
- Thursday, April 10, 2025
- Wednesday, July 9, 2025
- Thursday, November 20, 2025

# Appendix A | GWDB Membership

## Governor's Workforce Development Board Members

*(Served at least a portion of 2024)*

**Hon. Wes Moore,**  
Governor

**Carim V. Khouzami**  
Board Chair  
President & CEO  
BGE

**Delali Dzirasa**  
Board Vice Chair  
Founder & CEO  
Fearless

**A. Ferris Allen, III**  
Thoroughbred Horse  
Trainer  
Warwick Stable

**Kevin Anderson**  
Secretary  
Maryland Department of  
Commerce

**Hon. Vanessa Atterbeary**  
State Delegate, District 13  
Maryland House of  
Delegates

**Alexander Austin**  
President & CEO  
Prince George's Chamber  
of Commerce

**Marco V. Ávila, P.E.**  
Vice President  
WSP  
President/CEO  
Maryland Hispanic  
Chamber of Commerce

**Calvin Ball**  
County Executive  
Howard County

**John D. Barber, Jr.**  
President of Local 177  
Northeast Regional  
Council of Carpenters

**Hon. Joanne C. Benson**  
State Senator, District 24

**Gary E. Bockrath**  
Consultant

**Jennifer W. Bodensiek**  
Chief Development  
Officer  
Junior Achievement of  
Greater Washington

**Jody Boone**  
Assistant State  
Superintendent,  
Division of Rehabilitation  
Services  
Maryland State  
Department of Education

**Donald Boyd**  
Director of Teaching and  
Learning Dorchester  
County Public Schools

**Brian S. Cavey**  
International Vice  
President  
International Association  
of Heat and  
Frost Insulators & Allied  
Workers

**Dr. Annesa Cheek**  
President  
Frederick Community  
College

**Donna Edwards**  
President  
MD State and DC AFL-CIO

**Mackenzie Garvin**  
Director  
Baltimore Mayor's Office  
of Employment  
Development

**Steven W. Groenke**  
CEO  
Himmelrich Associates,  
Inc.

**Kevin D. Heffner**  
President and CEO  
LifeSpan Network

**Stacey Herman**  
Assistant Vice President,  
Neurodiversity and  
Community Workforce  
Development  
Kennedy Krieger Institute

**Matthew R. Holloway**

Owner & Operator  
Quantico Creek Sod  
Farms, Inc.

**Cory Hughes**

Campus President  
Lincoln College of  
Technology

**Dr. Roderick King**

Chief Diversity, Equity and  
Inclusion Officer  
University of Maryland  
Medical System

**Larry Letow**

CEO US  
CyberCX

**Robert Limpert**

Director of Workforce  
Development  
Harford Community  
College

**Aminah “Amie” J. Long**

Human Resources  
Director  
Chaney Enterprises

**Jessica Mente**

Director of Training  
Royal Farms

**Kirkland J. Murray**

President and Chief  
Executive Officer  
Anne Arundel Workforce  
Development Corporation  
Maryland Representative  
for NAWDP

**Stephen Wayne Neal**

President/CEO  
K. Neal International  
Trucks, Inc  
K. Neal Idealease

**Myra W. Norton**

CTE Committee Chair  
Senior Director  
Johns Hopkins  
Technology Ventures

**Sanjay Rai**

Secretary  
Maryland Higher  
Education Commission

**Edward C. Rothstein**

(COL Ret)  
Commissioner  
Carroll County  
Commissioners Office

**Martin “Marty” Schwartz**

President  
Vehicles for Change

**Michelle B. Smith**

President & CEO  
1st Choice, LLC

**Brian Stamper**

Executive Director, Cell  
Therapy Operations  
AstraZeneca

**Inez Stewart**

SVP-CHRO  
Johns Hopkins Medicine

**Teaera Strum**

Chief Executive Officer  
Strum Contracting  
Company Inc.

**Michael D. Thomas**

Vice President, Workforce  
Development &  
Continuing  
Education  
Baltimore City  
Community College

**Perketer Tucker**

Director, Office of Adult  
Education  
and Literacy Services,  
DWDAL  
Maryland Department of  
Labor

**Charles T. Wetherington**

President  
BTE Technologies, Inc.

**Carey Wright**

State Superintendent of  
Schools  
Maryland State  
Department of Education

**Portia Wu**

Secretary  
Maryland Department of  
Labor

**Charnetia V. Young**

Director, Workforce  
Initiatives  
CVS Health

**NON-VOTING MEMBERS****Carol Beatty**

Secretary  
Maryland Department of  
Disabilities

**Jacob "Jake" Day**

Secretary  
Maryland Department of  
Housing and Community  
Development

**Rafael López**

Secretary  
Department of Human  
Services

**Paul Monteiro**

Secretary  
Maryland Department of  
Service and Civic  
Innovation

**Carmel Roques**

Secretary  
Maryland Department of  
Aging

**Vincent "Vinny" Schiraldi**

Secretary  
Department of Juvenile  
Services

**Laura Herrera Scott**

Secretary  
Maryland Department of  
Health

**Carolyn Scruggs**

Secretary  
Maryland Department of  
Public Safety and  
Correctional Services

**Paul Wiedefeld**

Secretary  
Maryland Department of  
Transportation

**Anthony "Tony" Woods**

Secretary  
Department of Veterans  
Affairs  
Fred L. Wineland Building

## Industry Partnerships Committee

*(Served at least a portion of 2024)*

### **Alexander Austin**

#### **IPC Committee Chair**

President & CEO

Prince George's Chamber of Commerce

### **Teaera Strum**

#### **IPC Vice Chair**

Chief Executive Officer

Strum Contracting Company, Inc.

### **John D. Barber, Jr.**

Senior Council Representative of Local 197

Eastern Atlantic States Regional Council of

Carpenters

### **Michelle Bell**

CEO

1st Choice Management Consulting

### **Dr. Annesa Cheek**

President

Frederick Community College

### **Delali Dzirasa**

Founder & CEO

Fearless

### **Kevin D. Heffner**

President & CEO

LifeSpan Network

### **Mary Keller**

Director, Office of Strategic Initiatives

Maryland Department of Labor

### **Dr. Roderick King**

Chief Diversity, Equity & Inclusion Officer

University of Maryland Medical System

### **Larry Letow**

CEO US

CyberCX

### **Carmel Roques**

Secretary

Maryland Department of Aging

### **Sarah Sheppard**

Director of Education and Workforce

Maryland Department of Commerce

### **Carey Wright**

State Superintendent of Schools

Maryland State Department of Education



**Access & Equity Committee**  
*(Served at least a portion of 2024)*

**Stacey Herman**

**AEC Committee Chair**

Assistant Vice President, Neurodiversity and  
Community Workforce Development  
Kennedy Krieger Institute

**Dr. Roderick King**

**AEC Vice Chair**

Chief Diversity, Equity & Inclusion Officer  
University of Maryland Medical System

**Hon. Joanne C. Benson**

State Senator, District 24

**Lauren Gilwee**

Policy Director  
Maryland Department of Labor

**Jade Gingerich**

Director of Employment  
Maryland Department of Disabilities

**Carmel Roques**

Secretary  
Maryland Department of Aging

**Edward C. Rothstein (COL Ret)**

Commissioner  
Carroll County Commissioner's Office

**Martin “Marty” Schwartz**

President  
Vehicles for Change

**Carolyn Scruggs**

Secretary  
Maryland Department of Public Safety and  
Correctional Services

**Perketer Tucker**

Director, Office of Adult Education and  
Literacy Services  
Maryland Department of Labor

**CTE Committee***(Served at least a portion of 2024)***Myra W. Norton***CTE Committee Chair*

Senior Director

Johns Hopkins Technology Ventures

**Brian S. Cavey**

International Vice President

International Association of Heat and Frost

Insulators &amp; Allied Workers

**Matthew R. Holloway**

Owner &amp; Operator

Quantico Creek Sod Farms, Inc.

**Robert Limpert**

Director of Workforce Development

Harford Community College

**Michael D. Thomas**Vice President, Workforce Development  
& Continuing Education

Baltimore City Community College

**Charnetia V. Young**

Director, Workforce Initiatives

CVS Health

**Kevin Anderson**

Secretary

Maryland Department of Commerce

**Sanjay Rai**

Secretary

Maryland Higher Education Commission

**Carey Wright**

State Superintendent of Schools

Maryland State Department of Education

**Portia Wu**

Secretary

Maryland Department of Labor



# Maryland

GOVERNOR'S WORKFORCE  
DEVELOPMENT BOARD

Governor's Workforce Development Board  
[www.gwddb.maryland.gov](http://www.gwddb.maryland.gov)