



Governor's Workforce
Development Board
2025 Annual Report

2025 GOVERNOR'S WORKFORCE DEVELOPMENT BOARD LEADERSHIP

Delali Dzirasa

Chair, Governor's Workforce Development Board (from June 11; previously Vice Chair)
Founder & CEO, Fearless

Myra Norton

Chair, CTE Committee
Senior Director,
Johns Hopkins Technology Ventures

Teaera Strum

Vice Chair, Industry Partnerships Committee
Chief Executive Officer
Strum Contracting Company, Inc.

Stacey Herman

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

Tamla Olivier

Vice Chair, Governor's Workforce Development Board (from November 1)
President & CEO, BGE

Alexander Austin

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

Dr. Roderick King

Vice Chair, Access & Equity Committee
Chief Diversity, Equity & Inclusion Officer
University of Maryland Medical System

MacKenzie Garvin

Chair, Systems Governance Committee
Director
Baltimore City Mayor's Office of Employment Development

The complete listing of 2025 board members and committee membership is in [Appendix A](#).

2025 GOVERNOR'S WORKFORCE DEVELOPMENT BOARD STAFF

Rachael Stephens Parker

Executive Director

Darla Henson

Executive Administrator

Ashley Baldwin

Manager, Policy & Strategic Initiatives

Katherine Swanson-Palmer

Program Manager, CTE

Molly Mesnard

Senior Advisor, CTE

Ben Hsieh

Graduate Intern

Shuana Davis

Deputy Director, Policy & Strategic Initiatives

Shamara P. Bownes

Senior Director, CTE

Justin Nalley

Manager, Policy & Strategic Initiatives

Dr. Edrees Nawabi

Research Data Analyst, CTE

John Strickland (through June 30)

CTE Expert Review Team Manager

Executive Summary

The 2025 Governor's Workforce Development Board (GWDB) Annual Report outlines the Board's strategic initiatives to build a globally competitive, inclusive workforce system. Guided by the 2024–2028 State Workforce Plan, the GWDB is focusing on four strategic pillars to drive economic growth and ensure equitable access to opportunity:

- 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.

In 2025, the Board members and staff advanced Maryland's progress and impact against these four strategic pillars by engaging industry voices in key policy and program decisions, convening and leading cross-agency and cross-sector collaboration, and launching new signature initiatives:

- I. Supercharge Key Sectors:**
 - Led statewide industry engagement to design comprehensive and timely sector talent strategies in Maryland's priority industries like cybersecurity, healthcare, and life sciences. In 2025, efforts included publishing Maryland's Cybersecurity Talent Strategy and supporting its implementation through the transition of the Cyber Maryland Program into the Maryland Department of Labor during the 2025 legislative session.
 - Launched two new sector strategy projects in healthcare and life sciences in partnership with Jobs for the Future, the Maryland Department of Labor, and other state agencies.
 - Spearheaded the AI Upskilling Working Group, which drove a ninety-day sprint between September and December 2025 that included a rapid needs assessment, stakeholder engagement, and a recommended framework for preparing Marylanders for the AI-driven economy.
 - Advised the expansion of the \$4M [Talent Innovation Program and Fund](#) to advance workforce development in Maryland's priority and lighthouse industries, as well as innovative talent financing models.
 - Completed the [Governor's Apprenticeship Pledge](#) in partnership with the Maryland Department of Labor, and surpassed the state's goal of recruiting over 5,000 new registered apprentices and engaging 500 or more employers - expanding access to quality earn-and-learn training and jobs across our state.

II. Advance Equity and Access

- Designed and procured support for a skills-based hiring study to advance skills-based hiring in both the public and private sectors across the state, with recommendations being delivered in 2026.
- Laid the groundwork for 2026 projects to study and develop solutions to common economic participation barriers, such as childcare access or transportation to quality jobs.
- Convened state agency partners and institutions of higher education to start development of the Workforce Pell grant policy that would provide access to pell grant eligible students to high-quality short-term workforce training programs.

III. Prepare the Future Workforce

- Steered the strategic implementation of the Blueprint for Maryland's Future to reach the 2031 goal of 45% of high school graduates completing a Registered Apprenticeship or earning an industry-recognized credential.
- Deployed Expert Review Teams in 2025 to monitor progress and maintain accountability within local education agencies.
- Partnered with the Accountability Implementation Board (AIB), State Board of Education (SBOE), the Maryland Department of Labor, Maryland State Department of Education (MSDE), and legislative leaders to formalize a unified statewide Career and Technical Education (CTE) Vision statement.
- Approved and published the Perkins Reserve Grant FY26 Recipients so that LEAs can leverage funding to cover costs like Career and Technical Student Organization (CTSO) participation, which leads to higher student engagement.
- Implemented the new CTE Framework to support CTE offered at the secondary and postsecondary levels, which is explicitly linked to the needs of business and industry.

IV. Improve System Alignment and Accountability

- Established four core policies that serve as a necessary foundation for effective workforce system operations and service delivery by standardizing policies for resource sharing and American Job Center Certification.
- Implemented and distributed a new local blocker feedback form to Maryland's 13 local workforce areas to strengthen two-way communication, and have local areas report their progress, surface operational and policy barriers, and propose potential solutions on a rolling basis.
- Developed the System Performance Data & Dashboard initiative to track metrics, ensure data-driven operational excellence, and make measurable improvements for job seekers, workers, and employers.
- Convened all 13 Local Workforce Development Areas for a Local Area Policy Summit focused on bridging policy and practice across Maryland's workforce system and provided targeted technical assistance on WIOA governance and clarity on state and local roles.

This year, the GWDB successfully achieved full compliance with mandatory responsibilities within its first two years under current leadership – strengthening operations which, under

the previous Administration, had been out of compliance with nearly all of its more than 50 statutory mandates – and doubled its staff to 10 full-time positions, dramatically improving the unit's ability to deliver on the Governor's and Board's strategic priorities.

In 2025, the GWDB also moved beyond compliance, coordination, and advisement to true system leadership – setting and acting on statewide priorities, strengthening cross-agency coordination and accountability, and launching bold initiatives that position Maryland as a national model for workforce innovation. With expanded staff capacity, stronger cross-agency alignment, nation-leading policy expertise, and new investments in data, apprenticeships, and future-focused talent strategies, the Board is building a more agile and results-driven workforce ecosystem. In 2026, the GWDB will deepen this work by accelerating implementation of major signature initiatives, including new federal Workforce Pell Grants; systematizing accountability; measuring and scaling what works; and ensuring every Marylander can access clear pathways to work, wages, and wealth.

March 11, 2026

The Honorable Wes Moore, Governor
The Honorable Bill Ferguson, President of the Senate
The Honorable Joseline Peña-Melnyk, 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 Peña-Melnyk, and the Citizens of Maryland:

We are delighted to present the 2025 Annual Report for the Maryland Governor's Workforce Development Board (GWDB), highlighting events and accomplishments for the period from January 1, 2025, through December 1, 2025. This report serves as a definitive roadmap of the Moore-Miller Administration's commitment to a 'service-bonded' Maryland, where economic mobility is a shared reality for every resident. In 2025, we have moved beyond foundational planning to active, cross-sector execution—integrating local workforce development boards, K-12 education agencies, and industry leaders into a single, cohesive engine of opportunity.

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 Statewide Workforce Development Plan

Maryland has made significant strides in Year 2 of the Statewide Workforce Development Plan for 2024 - 2028. The Plan continues to advance an ambitious vision for an aligned and coordinated workforce development ecosystem that leaves no one behind. Building on early implementation and momentum, Maryland is strengthening systems that boost economic competitiveness while ensuring growth remains equitable. Central to this effort is the creation of clear, accessible pathways to work, wages, and wealth for all Marylanders.

To achieve this vision, the Plan’s strategic elements bring together a broad range of partners and resources, aligned around four core strategic pillars that guide coordinated action and measurable progress across the state:

- I. **Supercharge Key Sectors:** Set statewide sector priorities, identify skill needs, and drive industry partnerships to close talent gaps and deliver workforce solutions.
- II. **Advance Equity and Access:** Address barriers to participation and 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 developed in partnership with and continues to provide strategic direction for Maryland’s 13 local workforce development boards. Local boards lead on-the-ground efforts across the state’s 33 American Job Centers, in coordination with multiple core partners at the state level and with ongoing staff support from the Maryland Department of Labor (MD Labor). In Year 2, this Plan built on the steps the Moore-Miller Administration has already taken to advance workforce and economic opportunity. It further sharpens strategic priorities through sector partnerships, registered apprenticeship opportunities, and employer engagement. Together, we are moving with urgency and purpose to capitalize on Maryland’s momentum for change and create an equitable, high-performing workforce system that benefits all Marylanders.

Figure 1: Statewide Workforce Development Plan



Building the Board’s Capacity to Lead – Committees, Staff, & Infrastructure

In 2025, the GWDB continued to build on the momentum established in 2023 and 2024, further strengthening its organizational capacity and strategic reach. With a staffed team of 10 full time equivalent and the continued operation of two strategic committees, as well as the launch of the Systems Governance Committee, the Board shifted its focus from capacity-building to sustaining implementation and policy development. These investments have enabled the GWDB to deepen its impact while providing more consistent technical assistance, stronger coordination, and ongoing engagement across Maryland’s 13 local workforce areas.

Committees Driving Action

First launched in 2024, the GWDB’s Industry Partnerships Committee and Access and Equity Committee have continued to serve as core governance and strategy-setting bodies, supporting implementation of the Board’s priorities. In 2025, the GWDB further strengthened its governance structure with the addition of a Systems Governance Committee, established to enhance alignment, accountability, and performance across Maryland’s workforce development system. A complete listing of board members and committee memberships is provided in Appendix A.



Industry Partnerships Committee

In 2025, the Industry Partnerships Committee (IPC) continued to support the GWDB’s sector strategy priorities by providing strategic guidance and employer perspective as the Board advanced statewide workforce initiatives. The committee served as a forum for members and other industry representatives to assess emerging workforce trends and statewide sector and occupational priorities, validate sector-based approaches, and help ensure alignment between employer needs and state workforce strategies.

Access & Equity Committee

The Access & Equity Committee (AEC) supported the Board's ongoing efforts to advance equity across Maryland's workforce system by advising on foundational initiatives aimed at reducing barriers to employment. In 2025, the committee provided input on early implementation planning related to job quality and skills-based hiring and helped elevate equity considerations within broader workforce governance discussions.

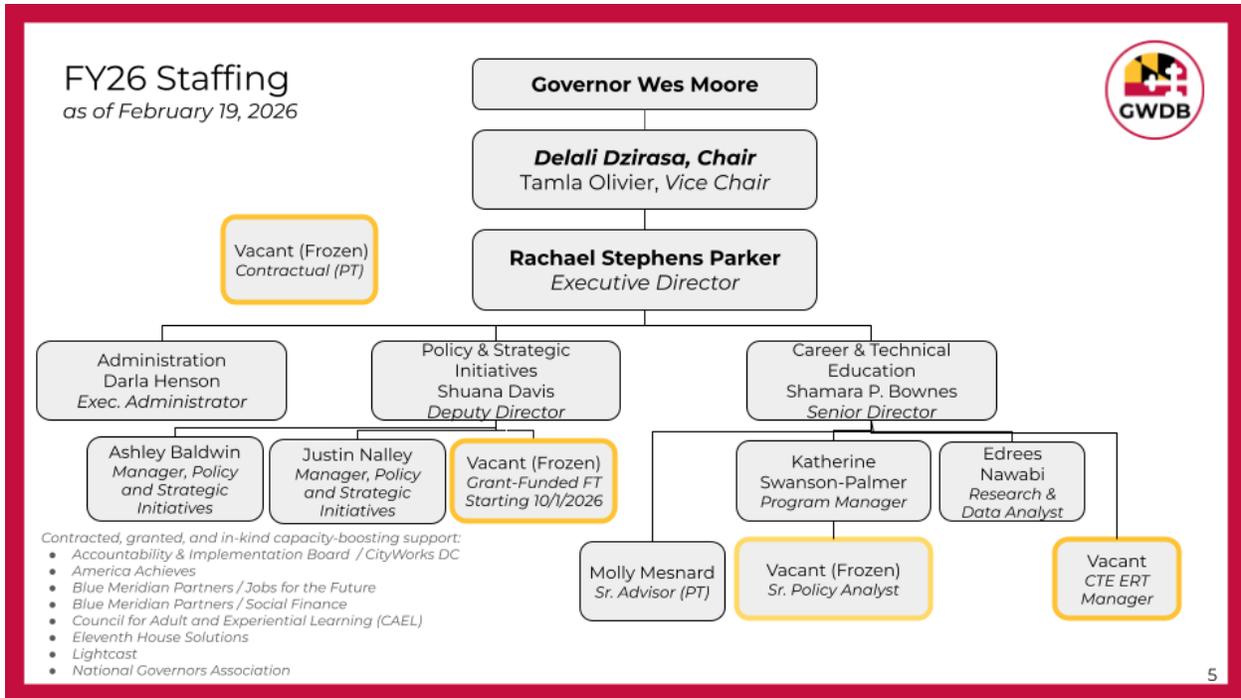
Systems Governance Committee

In 2025, the Systems Governance Committee (SGC) played a central role in strengthening Maryland's workforce system governance and advancing compliance with federal Workforce Innovation and Opportunity Act (WIOA) requirements. The committee supported the GWDB in coordinating the review of local workforce plans across all 13 Local Workforce Development Areas, working closely with state and local partners to promote consistency, clarity, and alignment with state and federal expectations. In addition, the committee assisted in the development and approval of four key governance policies—American Job Center Certification, Memorandum of Understanding and Resource Sharing Agreements, Procurement, and Chief Local Elected Official guidance—helping restore the Board's full WIOA oversight role and establish a stronger, more accountable framework for system operations statewide.

Expanding Staff to Support Board Leadership

In 2025, the GWDB welcomed four new crucial staff members: Shamara Bownes, Senior Director for the CTE Committee; Katherine Swanson-Palmer, Program Manager for the CTE Committee; Edrees Nawabi, Research and Data Analyst for the CTE Committee; and Justin Nalley, Manager for Policy and Strategic Initiatives. The new staff members bring deep expertise in career and technical education, workforce development, and program management. Their leadership is driving the Board's progress on policy spanning K-12, postsecondary, and public workforce systems, and is supporting the CTE Committee's work toward the objective of transforming and expanding career-connected learning opportunities to ensure every young person has access to a family-sustaining career pathway.

The GWDB will be recruiting to fill the vacant position of CTE Expert Review Team Manager in 2026, who will lead the planning, coordination, and analysis of the CTE Expert Review Team's statutorily required school visits. This role includes managing and supporting a team of experts who will evaluate Blueprint implementation in every Maryland high school offering CTE programs. The GWDB also anticipates seeking hiring freeze exemptions for a Senior Policy Analyst position and a part-time contractual Project Coordinator & Board Membership Liaison position, and to recruit for a federally-funded four-year position to support sector strategy development.



Modernizing Board Infrastructure

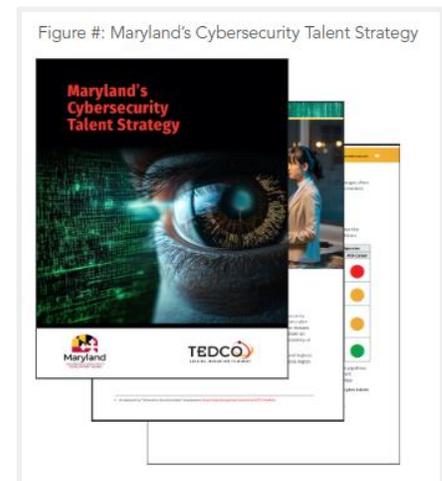
The implementation of software tools, such as Boardable and Asana, along with formalized governance processes, has significantly strengthened the Maryland Workforce Development Board's operational effectiveness. Together, these tools have enhanced transparency, accountability, and coordination among board members, committees, and staff by providing clear structures for meeting management, document sharing, task tracking, and follow-through on strategic priorities. Boardable has streamlined Board and committee governance, Asana has enhanced internal project management and cross-team collaboration, and standardized governance processes have clarified roles, decision-making pathways, and performance expectations. Collectively, these investments support more disciplined execution, enable timely progress monitoring, and ensure that the Board can operate as a cohesive, high-performing body in advancing Maryland's workforce development goals.

Supercharging Key Sectors

Ground in the first pillar of the GWDB's 2024–2028 Strategic Plan, Supercharging Key Sectors, the board continues to align its work around setting statewide sector priorities, identifying evolving skill needs, and driving industry leadership and partnerships to shape and deliver effective workforce solutions. Maryland's priority sectors remain Cybersecurity and Information Technology; Healthcare and Life Sciences; Infrastructure; Manufacturing; Transportation and Logistics; and Hospitality and Tourism. Building on its initial 2024 focus on Cybersecurity and Information Technology, the GWDB has since expanded its efforts to advance additional priority sectors, including Healthcare and Life Sciences, applying lessons learned to deepen industry engagement and align training, education, and workforce strategies with Maryland's long-term economic needs. The GWDB's Industry Partnerships Committee plays a critical role in steering key initiatives that support this pillar's objectives and strategies.

GWDB Sector Strategy Development: Cybersecurity, Healthcare & Life Sciences

Over the past year, Maryland advanced a strategic, inclusive approach to sector partnership development in cybersecurity, healthcare, and life sciences, strengthening collaboration across industry, workforce, and education systems. Building on the release of [Maryland's Cybersecurity Talent Strategy](#) report, which engaged over 65 industry leaders, educators, and stakeholders in 2024, the General Assembly passed SB 867, Cyber Maryland Program - Revisions during the 2025 legislative session. The legislation transitioned the Cyber Maryland Program and the associated Cyber Maryland Board (Board) from the Maryland Technology Development Corporation (TEDCO) to MD Labor, positioning the program more directly within the state's workforce system. It also included \$3.1 million in FY 26 funding to expand access to cybersecurity pathways and Marylanders are equipped with foundational and industry-aligned skills.



In January 2025, (the state of Maryland) launched a three-year partnership with Jobs for the Future (JFF), supported by and \$8.5 million grant from Blue Meridian Partners. This initiative aims to address critical labor market gaps in key sectors—specifically healthcare, life sciences and IT/cybersecurity. By leveraging JFF's 40 years of expertise in workforce systems transformation, Maryland is building durable coalitions designed to drive equitable workforce solutions aligned with employer and worker needs.

Since launching this partnership, JFF has assisted the state in identifying and recruiting a diverse set of stakeholders from business, workforce organizations, education and training providers, nonprofits, community-based organizations, and worker communities. Stakeholders were identified through targeted outreach and partner recommendations, including from MD Labor. Intentional efforts ensured representation from both large

employers and small- and medium-sized enterprises to reflect the geographic and economic diversity of Maryland’s healthcare and life sciences sectors. JFF, GWDB, and MD Labor also leveraged existing state and regional initiatives to build alignment, avoid duplication, and maximize collective impact.

JFF supported the GWDB and the MD Labor by planning and conducting focus groups and interviews with sector partnership members, organized by stakeholder type. These engagements informed a comprehensive, data-driven analysis of each sector, integrating labor market data with qualitative insights.

In Year 2, JFF will lead the development of a sector report outlining key strengths, challenges, and opportunities, with actionable recommendations to strengthen career pathways, skills-based practices, apprenticeships, and other relevant training solutions. JFF will also co-facilitate the sector partnerships launch event in 2026.

Talent Innovation Program and Fund

In 2024, Governor Moore signed the Talent Innovation Fund (“the Fund”) into law, creating an unprecedented public-private vehicle that enables foundations and the private sector to invest directly in Maryland’s efforts to expand economic opportunity for residents while meeting the evolving talent needs of employers. Entering its first full year of implementation in 2025, the Fund is poised to unlock millions of dollars in new, non-taxpayer capital, offering flexibility to drive and support innovative, targeted investments and pilot sustainable talent financing models.

Accelerating Cyber Careers launched as the program’s inaugural initiative to address the critical need for a stronger talent pipeline of highly-skilled cybersecurity professionals. Established in August 2024, with a \$1.8M investment, the program scales the reach of cyber ranges—dynamic hands-on training environments that provide hyper-realistic experiential learning opportunities.



The Maryland Association of Community Colleges, in partnership with BCR Cyber and the Maryland Workforce Association, received funding to expand cyber ranges across Maryland’s community colleges. Key accomplishments in 2025 include the deployment of a Secure Operations Center (“SOC”) Operations Analyst course and certification, active employer engagement to inform the development of a new Secure Operations Center Registered Apprenticeship program, and the enrollment of more than 400 participants in training. As of October 1, 2025, 157 participants have completed the SOC Operations Analyst course, with 98 participants earning their corresponding industry-recognized credential.

Governor's Apprenticeship Pledge

Launched during National Apprenticeship Week in November 2024, the Governor's Apprenticeship Pledge challenged employers from every industry and region of Maryland to commit to transforming their workforce through the power of apprenticeship. Throughout 2025, pledged employers received customized support from MD Labor's team of Apprenticeship Navigators to co-design programs tailored to their unique talent needs.

Under the pledge, Maryland aimed to engage 500 employers – including at least five additional public agencies–in registered apprenticeship programs. Maryland exceeded this mandate in 2025, partnering with more than 500 employers, five state agencies and 17 regional and municipal public sector employers. To date, more than 1,000 Maryland businesses, organizations, and agencies are actively training the next generation of workers through registered apprenticeships.

Maryland also achieved its goal of recruiting 5,000 new apprentices, surpassing the target by more than 200 enrollments. In total, over 14,000 Marylanders participated in apprenticeship programs in 2025 representing a significant increase of 1,500 over the previous year. The expansion has created new pathways to economic opportunity for Marylanders statewide.

AI Upskilling Workgroup and Recommendations

At the June 11, 2025 Board meeting, members identified several cross-cutting challenges affecting industries and regions statewide - including the rapid emergence of artificial intelligence (AI). As AI continues to reshape work for employers and employees alike, it is creating new questions, complex challenges, and opportunities across industries. Members emphasized the importance of preparing workers for emerging skill demands and supporting pathways into quality jobs.

At the September 10, 2025 Board meeting, members kicked off a sprint to leverage AI for Maryland's Workforce. The AI Upskilling Workgroup represented a volunteer- and member-driven effort to gather quantitative and qualitative data, including through intensive surveying and interviews with dozens of Maryland employers on how they see A.I. impacting their workforce, talent needs, and training needs. At the December 10, 2025 Board meeting, the sprint concluded with seven priority recommendations to advance responsible and informed use of A.I. and upskill Maryland's workforce to leverage new technologies and stay relevant in an evolving economy. Recommendations delivered by this Working Group informed multiple state actions and legislative proposals in early 2026, including proposed legislation on upskilling grants and A.I. literacy frameworks, and investments in cyber and A.I. clinics - fusing recommendations developed in conjunction with this working group and with the GWDB-TEDCO partnership on Maryland's cybersecurity talent strategy in 2024.

Advancing Access & Equity

The Moore-Miller Administration is grounded in a clear commitment to leave no one behind. Reflecting that charge, the second pillar of Maryland's 2024–2028 State Workforce Plan - Advance Equity and Access - prioritizes removing barriers to economic participation and ensuring pathways to quality training, employment, and economic mobility for all residents. The GWDB's Access & Equity Committee plays a critical role in steering key initiatives that support this pillar's objectives and strategies.

Leading Workforce Pell Implementation that Connects Marylanders to Good Jobs

The Workforce Pell Grant was enacted through H.R. 1: An act to provide for reconciliation pursuant to title II of H. Con. Res. 14, which was signed into law on July 4, 2025. This legislation allows Pell Grants to be used for short-term, non-degree, accredited workforce training programs that consist of 8 - 15 weeks of instruction (150–599 instructional hours) and meet high outcomes requirements: 70% completion and 70% job placement. In November, GWDB began coordinating partners in the Maryland Higher Education Commission, MD Labor, the Maryland Department of Commerce, the Maryland Longitudinal Data System Center, as well as representatives of institutions of higher education, other training providers, and local workforce boards, to begin developing the state's Workforce Pell policy, program eligibility criteria, and approval procedures.

In December, GWDB Executive Director Rachael Stephens Parker served on the federal negotiated rulemaking committee, the Accountability in Higher Education and Access through Demand-driven Workforce Pell (AHEAD) Committee, selected by peers and national organizations to serve as the primary negotiator for state workforce agencies and workforce development boards. The GWDB will continue leading Maryland's work to prepare for implementation beginning in 2026 to expand access for students to high-quality programs.

Skills-based Hiring Study

The study was requested via the [Joint Chairmen's Report](#) (JCR) in the 2024 Legislative Session and the Budget Bill (Fiscal Year 2025, [SB0360](#), [HB0350](#)). To carry out this study, the Board has prioritized a robust, data-driven approach, culminating in the procurement of a lead contractor in late 2025 to execute the study's comprehensive requirements. Lightcast will formally launch the study in March 2026. The study will provide the empirical foundation for a workforce system that serves all Marylanders, capturing progress to date and recommended actions by the state to advance skills-based hiring approaches across both public and private sectors.

The study will produce the following deliverables in 2026:

- Industry Credential & Hiring Analysis: A comprehensive data set identifying Maryland industries with the highest and lowest concentrations of workers with high school

diplomas versus college degrees, specifically highlighting where degree requirements exist in the hiring process.

- The "Education Utilization" Report: An assessment of the "utilization gap," evaluating how frequently Maryland workers use the specific training or education tied to their diplomas and degrees in their current day-to-day roles.
- Three-Year Job Creation & Licensure Audit: A report tracking new jobs created over the past three years, categorized by their requirements for high school diplomas, college degrees, or specific state licensures linked to formal education.
- Skills-Based Implementation Roadmap: A strategic evaluation of the current state and future potential for skills-based hiring in Maryland. This deliverable will provide actionable recommendations for both public and private sector employers to reduce degree requirements and pivot toward a skills-first approach.

These deliverables will provide the GWDB with the necessary data to increase economic mobility for workers who possess the right skills but lack formal credentials, ensuring the Maryland job market is comprehensively aligned with Marylanders' formal and informal skills attainment. It will also inform 2026 initiatives around modernizing Maryland's workforce system technological infrastructure to support skills-driven approaches that better connect Maryland's job seekers and employers.

Mapping Maryland's Workforce Assets and Gaps

The Maryland Statewide Asset Mapping is designed to provide Maryland with a comprehensive inventory and analysis of workforce education and training assets aligned to high-demand industries, including cybersecurity and IT, healthcare, clean energy, infrastructure, manufacturing, and professional services. The project includes a detailed ecosystem asset inventory of ETPL providers, CTE programs, Registered Apprenticeships, EARN Maryland grantees, degree programs, and supportive service agencies across all 13 local workforce areas. It also incorporates an Ecosystem Scan and Analysis to assess labor market demand, credential requirements, regional training density, and gaps between employer needs and current program offerings. Deliverables include a searchable database, a data visualization packet, and industry-specific recommendations to support policy alignment and strategic workforce planning.

The committee engaged in the development and framing of this initiative by providing strategic input on the overall approach and reinforcing the importance of aligning education, training, and supportive services with industry demand. Members participated in discussions to ensure the work reflects system-wide priorities and advances equitable access across regions. In 2026, the committee will take on a more formal role in reviewing findings, employer engagement, elevating key insights, and helping translate the asset mapping results into actionable strategies that strengthen sector alignment, inform policy direction, and support ongoing system improvement.

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." In 2025, Maryland made substantial progress in establishing the policy, governance, and data infrastructure necessary to advance the *Blueprint's* vision for Career and Technical Education. The CTE Committee, in collaboration with state and local partners, finalized key elements of the statewide CTE framework, including the adoption of consistent policies defining industry-recognized credentials and Registered Apprenticeships that count toward the 45% goal. The approval of a joint CTE Vision by the AIB, the State Board of Education, and the CTE Committee further aligned state leadership around a shared definition of success and clarified expectations for students, schools, and employers.

These accomplishments represent a critical shift from concept to coordinated implementation. For the first time, Maryland has a unified framework that aligns academic instruction, career preparation, and employer engagement across secondary and postsecondary systems. At the same time, early data from the 2024–2025 School Year highlight uneven progress across regions and student populations, underscoring the complexity of building a statewide system that is both rigorous and equitable.

Overall, progress toward the 45% goal is underway, but achieving it at scale will require sustained coordination, targeted investments, continuous improvement, and strong partnerships with employers and communities. This report provides a foundation for informed decision-making as Maryland moves into the next phase of implementation, focused on expanding access, improving quality, and ensuring that every student graduates prepared for both college and career success.

Maryland CTE Framework

Under the *Blueprint*, the CTE Committee is charged with developing a statewide Framework for CTE that prepares students for employment in a diverse, modern economy. The *Blueprint* envisions a CTE system where academic knowledge and occupational competencies are integrated, enabling students to develop the critical thinking, problem-solving, employability, and technical skills required to meet the workforce and economic development needs of the 21st century. This new CTE Framework supports CTE offered at the secondary and postsecondary levels and is explicitly linked to the needs of business and industry. The Framework states that the

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"> Gold standard for fulfilling the <i>Blueprint's</i> 45% goal Requires 144+ hours of related instruction (RI) and 250+ hours of on-the-job training (OJT) before graduation¹ Does not require completion of entire RA during high school | ✓ |
| Industry-Recognized Credential (IRC) | <ul style="list-style-type: none"> IRC that validates skills for in-demand occupations and is recognized by employers, as approved by the GWDB CTE Committee¹ Student must earn an IRC on the approved list Student can also complete as part of a YA (see below) Should be pursued when a RA is not available | ✓ |
| Youth Apprenticeship (YA) + IRC | <ul style="list-style-type: none"> Student must have completed an IRC, per above, as part of their YA | ✓ |
| YA Only | <ul style="list-style-type: none"> 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% goal² | ✗ |

Maryland CTE System will focus on ensuring all students can access industry-aligned CTE opportunities, and do the following to achieve the Blueprint's vision for statewide CTE:

- Implement high-quality CTE programs that support apprenticeships and other IRCs
- Maximize the number of students in Registered Apprenticeships
- Maximize the number of students earning other IRCs
- Deliver world-class career coaching for students based on their strengths, interests, and values

CTE Joint Vision Statement of GWDB, AIB, and SBOE

The *Blueprint for Maryland's Future* ("the *Blueprint*") set a goal that by the 2030-2031 School Year, 45% of public high school graduates will have completed the high school level of a Registered Apprenticeship (RA) or another industry-recognized credential (IRC) by the time of graduation ("the 45% goal"). The CTE Committee undertook extensive work throughout 2024 and into early 2025 to establish foundational policies and frameworks to define the *Blueprint's* 45% goal, with deep engagement from state, local, and industry stakeholders.

As implementation progressed, it became clear that entities responsible for implementing this goal were grappling with the incredibly high statutory goals set for Registered Apprenticeship, and there was a need to coalesce around a shared vision to clearly articulate the roles of those responsible in implementing this vision. Chairs and executive leadership of the state entities responsible for guiding and overseeing progress toward this objective – the AIB, the CTE Committee, and the State Board of Education – collaborated with colleagues from MD Labor and the Maryland State Department of Education, as well as key members of the legislature, to develop a shared CTE Vision statement. This statement keeps the *Blueprint's* north star 45% goal vision intact while introducing a more precise target for the 2030–2031 school year to support better coordination and effective progress toward the long-term aim.

The joint CTE Vision statement sets the following goal: 1 in 4 high school students who are a part of the 2031 graduating class and who are college and career ready (CCR) will complete a high school level of a Registered Apprenticeship. Using current enrollment and achievement data, this would result in 4,050 students in the 2031 graduating class.

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.

Over the course of SY2024-2025, the CTE Expert Review Team (ERT) visited 11 LEAs between October and April and gathered self-reported data during these visits. LEAs provide data to the CTE ERT through the LEA Brief, which is completed two weeks before the LEAs' planned CTE ERT visit.

The CTE ERT identified several consistent themes across LEAs:

- Regional collaboration matters. Neighboring districts with aligned industry partnerships and shared labor markets often show similar performance patterns, indicating opportunities for regional strategies.
- Capacity varies widely. Larger districts often face coordination and scale challenges, while smaller districts may lack staffing or technical capacity - underscoring the need for differentiated support.
- Data systems remain a constraint. Inconsistent definitions, reporting timelines, and data integration across agencies continue to limit the ability to fully measure progress toward *Blueprint* implementation.
- Local innovation is strong. Many districts are developing creative approaches to work-based learning, employer engagement, and credential alignment that can inform statewide best practices.

Improving System Alignment and Accountability

Throughout 2025, the GWDB solidified its governance role, demonstrating deeper compliance, greater clarity, and stronger collaboration across Maryland's workforce system. Building on foundational efforts initiated in 2024, the Board continued to fully exercise its federally mandated responsibilities under Workforce Innovation and Opportunity Act (WIOA), with a particular focus on strengthening statewide alignment, accountability, and system coherence under Pillar IV of the State Workforce Development Plan. The GWDB's Systems Governance Committee plays a critical role in steering key initiatives that support this pillar's objectives and strategies.

Policy Issuances and Achievement of Full Federal Compliance

GWDB's expanded oversight of the statutory 12 WIOA Board functions, including strategic planning, policy development, system alignment, performance oversight, and continuous improvement, was central to this work. In 2025, the Board operationalized these functions through the release and implementation of several critical policies designed to bring consistency and transparency to local system governance. These included updated guidance on [Chief Local Elected Official \(CLEO\) Agreements](#), a new [One-Stop Operator Procurement](#) policy, and updated policies for [Memoranda of Understanding and Resource Sharing Agreements \(MOU/RSA\)](#), and [American Job Center Certification](#). Together, these policies clarified roles, responsibilities, and expectations for state and local partners, reinforcing a shared understanding of compliance and accountability.

To ensure effective implementation, the GWDB aligned policy rollout with a targeted technical assistance and capacity-building strategy. GWDB staff engaged local workforce leaders through monthly state partner calls with Local Workforce Development Board (LWDB) directors, participated in Maryland Workforce Association (MWA) retreats, and regularly attended local board meetings across the state in person. These engagements strengthened feedback loops between state and local leadership, facilitated real-time problem-solving, and ensured that policy guidance was grounded in on-the-ground realities. Technical assistance was tailored to address governance readiness, WIOA policy interpretation, and system alignment challenges identified by local areas.

Oversight of local and regional planning remained a key priority in 2025. The GWDB led a structured, partner-informed review of Local and Regional Plans submitted by all 13 Local Workforce Development Areas (LWDAs) for the 2025 planning cycle. Process improvements—including the use of standardized review tools and enhanced feedback mechanisms—supported more consistent assessments of legal compliance, programmatic integrity, and alignment with the Administration's four-pillar strategic vision.

System Performance Metrics and Dashboards

The System Performance Data & Dashboard is a high-priority initiative that launched in December 2025. Backed by strong government and Board-level support, this project delivers a sophisticated, interactive interface for tracking key metrics, ensuring our leadership remains at the forefront of data-driven excellence. The project seeks to create a:

- **Unified Strategic Alignment:** Synchronizes the GWDB, state, and local programs around shared goals, fostering a culture of transparency that enables faster, more coordinated action across all agencies and organizations.
- **Data-Driven Operational Excellence:** Proactively surfaces emerging gaps and performance trends to streamline service delivery, ensuring measurable improvements for job seekers, workers, and employers alike.
- **System-Wide Accountability:** Strengthens oversight for local boards and stakeholders by providing a clear, public-facing view of program performance and institutional efficacy.

Systemwide Technical Assistance Innovations

Local Blocker Removal

In alignment with its responsibilities under 20 CFR § 679.130(c)(1) to identify and remove barriers to coordination and alignment, the GWDB developed and implemented a Local Workforce Development Board Quarterly Review and Blocker Identification Form. This tool allows local areas to report progress, surface operational and policy barriers, and propose potential solutions on a rolling basis. The form has strengthened two-way communication, provided the Board with actionable insight into system challenges, and informed responsive technical assistance and policy refinement.

By implementing this protocol, GWDB moved from identifying hurdles to solving them through targeted action:

- Successfully mediated long-standing resolutions to complex job center staffing shortages and service delivery bottlenecks, ensuring that local offices operate at peak efficiency.
- Fiscal investment in our Local Workforce Development Boards through the Local Workforce Impact Fund, which will be released in Q1 of 2026, to address identified local blockers and align with the administration's priorities of creating safer communities, expanding experiential learning, and connecting high-poverty communities to workforce advancement.

2025 GWDB Local Area Policy Summit

In April 2025, the GWDB convened all 13 Local Workforce Development Areas for a Local Area Policy Summit focused on bridging policy and practice across Maryland's workforce system. The summit was designed to provide targeted technical assistance and shared learning following the Board's approval of key WIOA governance policies, while reinforcing clarity around state and local roles, responsibilities, and expectations under WIOA.

The summit centered on level-setting the distinct but complementary roles of the GWDB, MD Labor, and local workforce boards, with an emphasis on how statewide policy translates into local operational practice. Through facilitated discussion and real-time participant feedback, local leaders identified a strong need for greater clarity, consistency, and practical guidance related to policy implementation, governance relationships, and accountability structures. Participants highlighted the value of direct engagement with state partners and expressed interest in continued support through tools such as policy cheat sheets, onboarding resources, and ongoing technical assistance.

As a result of the summit, the GWDB gained actionable insights to inform its technical assistance strategy, including the need for clearer implementation guidance, stronger onboarding for new local leaders, and more routine opportunities for dialogue between state and local partners. The summit reinforced the Board's commitment to collaborative governance and continuous improvement, helping lay the foundation for stronger alignment, improved compliance, and more effective system performance statewide.

Looking ahead, the GWDB will continue to expand its technical assistance offerings in 2026, with a targeted focus on local board governance, WIOA policy updates, and system alignment. By fully exercising its WIOA governance authority and embedding continuous feedback and improvement into system operations, the GWDB is positioning Maryland's workforce system to be more cohesive, data-informed, and performance-driven—ensuring that state agencies, local boards, and regional partners are aligned in advancing a stronger, more inclusive workforce for Maryland's future.

Advancing the Ecosystem: Leading the Workforce Conversation, from Local to Global

A cornerstone of the GWDB's role is serving as a bridge between policy and people. In 2025, our members and staff moved beyond traditional oversight to act as catalysts and ambassadors for Maryland's evolving workforce ecosystem by leading meaningful workforce conversations. Through a year-long campaign of strategic community engagement, we bridged gaps between local needs and state-level strategy, ensuring that every initiative was grounded in the real-world experiences of Maryland's workers and employers.

Maryland's leadership team serves as a primary voice in the conversation around workforce evolution, frequently sharing the state's rigorous new CTE standards and the ambitious Blueprint for Maryland's Future goals with peers across the state and country. By participating in high-profile statewide forums such as the Maryland Career & Technical Administrators (MCTA) conference, Maryland's success in integrating registered apprenticeships and industry-recognized credentials (IRCs) into the core of the high school experience is showcased.

Additionally, routine, high-touch engagement with Local Education Agency (LEA) CTE Directors is a GWDB priority. Through consistent MSDE-led calls and working sessions, state policy is informed by local realities. These engagements are collaborative forums for complex program implementation, data reporting, and alignment to reach the 45% completion target.

The GWDB's work is also deeply integrated with the broader economic ecosystem through routine collaboration with key organizations like the Maryland Workforce Association (MWA), the Maryland Association of Community Colleges (MACC), and the Maryland Community College Association of Continuing Education and Training (MCCACET). By aligning our initiatives, such as the Workforce Pell grant implementation, with the workforce training and post-secondary goals of these partners, we create a seamless continuum for Marylanders to move from education into high-wage, high-demand careers.

In recognition of Maryland's achievements and the GWDB's leadership in signature initiatives and in key system governance roles, GWDB leadership are also frequently called upon to share insights and advice at national and global conferences and events, and through one-on-one advisement or peer learning with other states. This supports Maryland's leadership and recognition in workforce development and innovation, and generates new partnerships

and resources to further advance Maryland's workforce system and its services to jobseekers, learners, and employers.

Boards and Commissions

In 2025, Executive Director Parker represented the GWDB on Governor Moore's Jobs, Education, and Economy Performance Cabinets and on the following State boards and commissions:

- The Apprenticeship 2030 Commission (designated to Deputy Director Davis December 2024 - February 2025);
- The MHEC Higher Education State Plan Steering Committee;
- The MHEC Workforce Shortages Advisory Council;
- 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.

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

- The LAUNCH initiative (convened by AdvanceCTE; state team led by MSDE);
- The Noncredit Mobility Academy (convened by Education Strategy Group and the State Higher Education Executive Officers Association; state team led by MHEC);
- TalentReady (convened by Education Strategy Group and the Greater Washington Partnership);
- NGA Partnership to Advance Youth Apprenticeship (serving as state team lead); and
- NGA Workforce Pell Readiness Academy.

Key Partners

The GWDB is grateful for the many organizations that 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 2026

As Maryland looks toward 2026, the state is transitioning from a period of foundational planning to one of active, cross-sector execution. The GWDB is committed to building a future-ready, resilient economy through high-impact initiatives centered on the four strategic pillars of Maryland's workforce strategy:

I. Supercharge Key Sectors

- Define statewide definitions for high-skill, high-wage, and in-demand industries or occupations.
- Launch New Healthcare and Life Sciences Partnerships: Co-facilitate the official launch event for these new sector partnerships in 2026, following a year of diverse stakeholder recruitment and data-driven analysis.
- Leverage AI for Upskilling: Implement seven priority recommendations to utilize Artificial Intelligence to enhance the skillsets of Maryland's workforce.

II. Advance Equity and Access

- Advance Skills-Based Hiring: Conclude a comprehensive study in September 2026 to provide a strategic roadmap for policy, programs, and employers to truly implement skills-first education, training, and hiring approaches.
- Target Systemic Barriers: Address key "wraparound" blockers through dedicated 2026 quarterly projects focused on the removal of specific hurdles, such as affordable childcare or reliable transportation.
- Implement Workforce Pell in Maryland: Further develop the state's Workforce Pell policy for board approval in 2026 to support short-term, high-outcome non-degree training programs.

III. Prepare the Future Workforce

- Advance on Apprenticeship and Credential Targets: Continue steering the state toward the 2031 goal where 45% of public high school graduates complete a Registered Apprenticeship or earn an industry-recognized credential.
- Articulating and Mapping Career Pathways: Lead state partners to develop and articulate clear career pathways, including the skills, knowledge, and competencies necessary to advance in careers, that align K-12, postsecondary, and employer needs to provide seamless on-ramps and off-ramps.
- Strengthen and Align Career Counseling Statewide: Conducted a statewide evaluation of local Career Counseling MOUs to identify and disseminate emerging best practices; coordinate cross-agency guidance in partnership with AIB, MSDE, and MWA to clarify roles and ensure consistent, high-quality implementation; and published the 2026 Career Counseling Implementation – Summary Analysis of MOUs and Career Counseling Best Practices Report to advance alignment, equity, and measurable impact across Maryland's career counseling system under the Blueprint.

IV. Improve System Alignment and Accountability

- Design and Deploy System Performance Dashboards: Fully utilize the new interactive project launched in late 2025 to track metrics and proactively surface performance trends.
- Align governance protocols for program approvals and quality standards, establishing a rigorous framework that guides key investments including Workforce Pell, WIOA, and more.
- Release the Local Workforce Impact Fund: Disburse funds in Q1 of 2026 to help Local Workforce Development Boards address identified "blockers" and align with state priorities like experiential learning.
- Enhance Local Governance: Expand technical assistance focused on local board governance and WIOA policy updates to ensure consistent statewide accountability.

2026 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 11, 2026
- Wednesday, June 10, 2026
- Wednesday, September 23, 2026
- Wednesday, December 9, 2026

As required by state 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 22, 2026
- Wednesday, April 29, 2026
- Wednesday, June 24, 2026
- Thursday, November 19, 2026

Appendix A | GWDB Membership

Governor's Workforce Development Board Members

(Served at least a portion of 2025)

Ferris Allen

Thoroughbred Horse Trainer
Warwick Stable

Vanessa Atterbeary

State Delegate
Maryland House of Delegates

Alexander Austin

President & CEO
Prince George's Chamber of Commerce

Marco Ávila

Chair, Director/Civil Engineer/Certified
Program Manager
Maryland Hispanic Chamber of Commerce

Calvin Ball

County Executive
Howard County

Carol Beatty

Secretary
Maryland Department of Disabilities

Stacey Beichler

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

Joanne Benson

Senator
Maryland State Senate

Samantha Biddle

Acting Secretary
Maryland Department of Transportation

Erikk Bonner

Assistant State Superintendent for DORS
Maryland State Department of Education
(MSDE) DORS

Donald Boyd

Director of Teaching and Learning
Dorchester County Public Schools

Charnetia Young Callaham

Lead Director, Workforce Initiatives
CVS Health

Brian Cavey

International Vice President
International Association of Heat and Frost
Insulators & Allied Workers

Annesa Cheek

President
Frederick Community College

Harry Coker, Jr.

Secretary
Maryland Department of Commerce

Jacob Day

Secretary
Maryland Department of Housing and
Community Development (DHCD)

Jonny Dorsey

Acting Secretary
Maryland Department of Service and Civic
Innovation

Delali Dzirasa

CEO
Fearless

Donna Edwards

President
Maryland State and DC AFL-CIO

Kevin Heffner

President and CEO
LifeSpan Network

Roderick King

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

Travis Marion

Mayor, Rising Sun
City of Rising Sun

Westley Moore

Governor
State of Maryland

Myra Norton

Senior Director
Johns Hopkins Technology Ventures

Sanjay Rai

Secretary
Maryland Higher Education Commission

Edward Rothstein

Acting Secretary
Department of Veterans Affairs

Carolyn J. Scruggs

Secretary
Department of Public Safety and
Correctional Services

Michelle Bell Smith

President & CEO
1st Choice, LLC

Inez Stewart

SVP-CHRO
Johns Hopkins Medicine

MacKenzie Garvin

Director
Mayor's Office of Employment
Development (MOED)

Matt Holloway

Owner & Operator
Quantico Creek Sod Farms, Baywater
Farms, Baywater Seafood

Rafael Lopez

Secretary
Maryland Department of Human Services

Jessica Mente

Director of Training
Royal Farms

Kirkland Murray

President & CEO
Anne Arundel Workforce Development
Corporation

Tamla Olivier

President & CEO
BGE

Carmel Roques

Secretary
Maryland Department of Aging

Martin Schwartz

President
Vehicles for Change

Meena Seshamani

Secretary
Maryland Department of Health

Brian Stamper

Executive Director, Cell Therapy
Operations
AstraZeneca

Teaera Strum

Chief Executive Officer
Strum Contracting Company, Inc

Michael Thomas

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

Perketer Tucker

Director, Office of Adult Education & Literacy Services, DWDAL (Title II Seat)
Maryland Department of Labor

Portia Wu

Secretary
Maryland Department of Labor

Betsy Fox Tolentino

Acting Secretary
Department of Juvenile Services

Carey Wright

State Superintendent of Schools
Maryland State Department of Education (MSDE)

Caryn York

President & CEO
Baltimore Corps

Systems Governance Committee

(Served at least a portion of 2025)

Committee Chair, absent**MacKenzie Garvin****Vice Chair**

Director, Mayor's Office of Employment Development

Patrick Peto

Program Manager Quality Assurance, Policy & Planning, Division of Rehabilitation Services

Jacqueline Turner

Assistant Director Workforce Development, Office of Cash Programs, Family Investment Administration, Maryland Department of Human Services

Lauren Gilwee

Policy Director
Maryland Department of Labor

Dylan McDonough

Senior Policy Analyst
Division of Workforce Development and Adult Learning, Maryland Department of Labor

Candice Roberts

Assistant Director for SNAP E&T
Family Investment Administration, Maryland Department of Human Services

Perketer Tucker

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

Industry Partnerships Committee

(Served at least a portion of 2025)

Alexander Austin
Committee Chair

President & CEO
Prince George's Chamber of Commerce

Teaera Strum
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 2025)

Stacey Herman

Committee Chair

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

Dr. Roderick King

Vice Chair

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

Hon. Joanne C. Benson

State Senator, District 24

Stephanie Dolamore

Deputy Director of Reentry Services
Maryland Developmental Disabilities Council

Lauren Gilwee

Policy Director
Maryland Department of Labor

Jade Gingerich

Director of Employment
Maryland Department of Disabilities

Carmel Roques

Secretary
Maryland Department of Aging

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 2025)

Myra Norton, *CTE Committee Chair*

Senior Director
Johns Hopkins Technology Ventures

Harry Coker, Jr.

Secretary
Maryland Department of Commerce

Dr. Donald Boyd

Director of Teaching and Learning
Dorchester County Public Schools

Brian Cavey

International Vice President
International Association of Heat and Frost
Insulators and Allied Workers

Matthew Holloway

Owner & Operator
Quantico Creek Sod Farms, Baywater
Farms, Baywater Seafood

Dr. Sanjay Rai

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

Dr. Carey Wright

State Superintendent of Schools
Maryland State Department of Education

Portia Wu

Secretary
Maryland Department of Labor

Charnetia Young-Callaham

Lead Director, Workforce Initiatives
CVS Health



Maryland

GOVERNOR'S WORKFORCE
DEVELOPMENT BOARD

Governor's Workforce Development Board
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