



Governor's Workforce Investment Board

2012 ANNUAL REPORT

Martin O'Malley, Governor
Anthony G. Brown, Lt. Governor

Leonard J. Howie, III, Secretary
Department of Labor, Licensing and Regulation

William G. "Bill" Robertson, Chair
Governor's Workforce Investment Board

Lynn M. Reed, Executive Director
Governor's Workforce Investment Board

Dear Governor O'Malley, Lieutenant Governor Brown, Maryland General Assembly, and the businesses and citizens of Maryland:

The Governor's Workforce Investment Board (GWIB) is pleased to share with you the 2012 Annual Report, highlighting events and accomplishments from January 1, 2012 through December 31, 2012. We are proud of our accomplishments and ongoing efforts to promote strategies aimed at helping Marylanders move into high-skill, high-wage family supporting jobs, while also helping employers find qualified skilled workers.

During 2012, the GWIB performed significant work related to the promotion of careers in the healthcare industry. Highlights of this work included partnering with key healthcare, business and education stakeholders to host and sponsor the "Developing Innovative Paths into the Nursing Profession" Forum, held at Anne Arundel Community College; the "Future of Eldercare: Alternatives in Culture Care" Symposium, held at the Community College of Baltimore County; and Healthcare Career Expo held in partnership with the Office of Senator Ben Cardin.

Emanating from the Center for Industries for Aerospace, the GWIB also celebrated the first graduation class of the Aviation Maintenance Technician Program, at the Pittsburgh Institute of Aeronautics at Hagerstown Regional Airport.

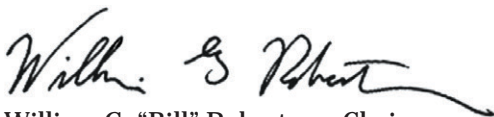
An additional highlight was the "Job Creation and Workforce Investment Stakeholder Dialogue" held with the Chairs of Maryland's 12 Local Workforce Investment Boards (LWIBs). This meeting served as the beginning of an ongoing discussion regarding how the LWIBs can meet the rapidly changing workforce needs to the State's business community.

Further illustrating the need for the State workforce's investment system to become more responsive to the needs of employers, the Board passed a motion during the September Meeting to adopt establishment and promotion of strategic industry partnerships. This model will serve as an industry-driven, workforce/economic development strategy for bridging the skills gap in key targeted industry sectors in Maryland.

The GWIB also completed the biannual recertification process of the Montgomery County Workforce Investment Board, and was pleased to recommend full recertification for the period effective July 1, 2012 thru June 30, 2013.

The Board would like to recognize the efforts of our private and public sector partners and express our gratitude for their continued cooperation and collaboration from all levels of business, government and education, as well as the citizens of Maryland. We look forward to continuing our collaborative efforts in the months and years to come.

Sincerely,



William G. "Bill" Robertson, Chair
GWIB
President/CEO Adventist HealthCare, Inc.



Lynn M. Reed, Executive Director
GWIB

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MARTIN O'MALLEY
Governor



ANTHONY G. BROWN
Lt. Governor



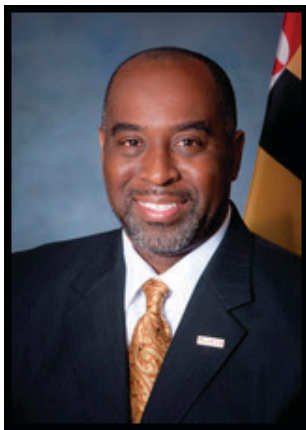
LEONARD J. HOWIE, III
Secretary

Overview of The Governor's Workforce Investment Board

The Governor's Workforce Investment Board (GWIB) is the Governor's chief policy-making body for workforce development. The GWIB is a business-led board of members, a majority of whom represent the business community, as mandated by the Workforce Investment Act of 1998 (WIA). Other members include the Governor and Lieutenant Governor, cabinet secretaries, college presidents, the State Superintendent of Schools, elected officials, labor, and representatives of non-profit organizations.

The GWIB is responsible for developing policies and strategies to form a coordinated workforce system from a variety of education and employment and training programs. It brings together and focuses various workforce development partners and stakeholders on two key outcomes: a properly prepared workforce that meets the current and future demands of Maryland employers, as well as opportunities for all Marylanders to succeed in the 21st century workforce.

GOVERNOR O'MALLEY APPOINTS NEW DLLR SECRETARY



Leonard J. Howie, III was appointed Secretary of the Maryland Department of Labor, Licensing and Regulation (DLLR) in October 2012. He brings over 25 years of management experience to DLLR whose mission is to protect and empower Marylanders. He has oversight responsibility for an agency that employs more than 2,000 workers and has an operating

budget of more than \$325 million. Secretary Howie previously served as the Deputy Secretary of Operations for the Maryland Department of Human Resources (DHR). In that role, he managed administrative operations, budget and finance, technology, human resources and other core functions for the agency. He was the driving force in moving the agency towards improved service delivery and results-oriented accountability.

Prior to joining DHR in 2011, he served as Deputy Secretary of DLLR from 2007 - 2011, where he implemented critical departmental initiatives. During that time he worked with DLLR's core programs and was instrumental in the incorporation of adult learning programs into the agency's existing workforce development division. Secretary Howie replaced Interim Secretary Scott R. Jensen.

GWIB WELCOMES NEW BOARD MEMBERS

During 2012, the following individuals were appointed to the GWIB:

- **Adrian P. Chapman**, *President and COO, WGL Holdings, Inc. and Washington Gas*
- **Edward Chow**, *Secretary, Maryland Department of Veterans Affairs (MDVA)*
- **Alvin C. Hathaway, Sr., Ph.D.**, *Senior Pastor, Union Baptist Church*
- **Dawn Lindsay, Ed.D.**, *President, Anne Arundel Community College (AACC)*
- **Lillian M. Lowery, Ed.D.**, *State Superintendent of Schools, Maryland State Department of Education (MSDE)*
- **Irving McConnell, DVM**, *President and CEO, The McConnell Group*

Prior to the start of the September 19, 2012, Quarterly Board Meeting, the GWIB hosted a New Board Member Orientation.

New members had an opportunity to hear from Board Chair, William G. "Bill" Robertson, who provided welcome remarks and an overview of the O'Malley-Brown Administration's workforce priorities and the role of the Board in carrying out these priorities. Executive Director, Lynn M. Reed provided an update of the daily work and operations of the GWIB. A DLLR update was provided by Interim Secretary Scott R. Jensen, followed by a workforce investment system overview, including updates on federal, state and local initiatives, the One-Stop system, and a Maryland labor market overview by Ellen Flowers-Fields, Deputy Assistant Secretary for the DLLR Division of Workforce Development and Adult Learning (DWDAL).

During 2012, the following individuals vacated their positions on the Board:

- **Scott R. Jensen**, *Interim Secretary, Maryland DLLR*
- **Bernard J. Sadusky**, *Interim State Superintendent of Schools, MSDE*
- **Martha A. Smith**, *President, AACC*

The GWIB welcomes the new members and thanks those members who vacated the Board for their commitment and service to Maryland's workforce system.



GWIB Chairman William G. "Bill" Robertson facilitating the New Board Member Orientation.

Highlights of 2012 Activities

February 2012

- The GWIB partnered with key healthcare, business and education stakeholders, the Center for Experiential and Adult Learning (CAEL), Adventist HealthCare, Anne Arundel Community College (AACC), LifeBridge Health, Maryland Hospital Association (MHA), Montgomery College, Synergy Consulting, and the University of Maryland School of Nursing to sponsor the **"Developing Innovative Paths into the Nursing Profession"** Forum, held at AACC.

March 2012

- The GWIB partnered with the Community College of Baltimore County (CCBC) to host a symposium on **"The Future of Eldercare: Alternatives in Culture and Care."**

April 2012

- GWIB Board Chair, William G. "Bill" Robertson facilitated a Local Workforce Investment Board (LWIB) Workforce Stakeholders Meeting.
- GWIB Executive Director, Lynn M. Reed, emceed the 2012 Annual Maryland State Department of Education (MSDE) Career and Technical Education (CTE) Awards of Excellence, held at the Sheraton Baltimore City Center Hotel.

May 2012

- The GWIB partnered with Senator Ben Cardin's Office in support of the Health Care Career Expo held at Hagerstown Community College.

June 2012

- The GWIB recommended to Governor O'Malley full recertification of the Montgomery County Workforce Investment Board for the period July 1, 2012 – June 30, 2013.
- The GWIB published the "Report to the General Assembly – House Bill 757 – Taskforce on Development of Educational Programs to Aid Unemployed State Residents."
- The GWIB published the "Report to the General Assembly – House Bill 758 – Taskforce on Funding Green, Technology, Life Sciences and Health Information Technology Loan Assistance Repayment Program."

August 2012

- The GWIB celebrated the inaugural graduation of the Aviation Maintenance Technician (AMT) Program at Pittsburgh Institute of Aeronautics (PIA) at Hagerstown Regional Airport in Hagerstown, Maryland.

September 2012

- The GWIB passed a motion during the September Board Meeting to adopt promotion of strategic industry partnerships as an industry-driven, workforce/economic development strategy for bridging the skills gap in key targeted industry sectors in Maryland.
- The GWIB hosted a New Board Member Orientation prior to the September Quarterly Meeting.

December 2012

- The GWIB partnered with the Maryland Center for Construction Education and Innovation (MCCEI) to host “**The Critical Path – Positioning Maryland as an Innovation Leader in the Global Construction Industry**” Forum held at the Hilton BWI Airport.

GWIB Policy Initiatives

Skills2Compete (S2C) Maryland

The GWIB continued to serve as the Governor’s designated Skills2Compete (S2C) advisory board, charged with ensuring alignment, promoting interagency coordination and collaboration, and collecting and analyzing S2C data from six state agency partners including DLLR and Maryland’s Departments of Business and Economic Development (DBED), Disabilities (DoD), Department of Human Resources (DHR), Veterans Affairs (MDVA), Maryland Higher Education Commission (MHEC), and Maryland State Department of Education (MSDE). Maryland’s 16 community colleges and 12 LWIB’s also developed strategic plans and corresponding metrics in support of the S2C goal of increasing the number of Marylanders who received at least two years post-secondary education and training leading to a degree or certificate by 20 percent by 2012.

Outcomes from the goal highlight that there have been 42,850 total key skills completions, marking a 17.4 percent increase over the FY09 baseline of 36,513. The largest numeric increases between FY09 and FY12 occurred in the following:

- number of associate degrees awarded by community colleges (3,481);
- number of occupational training program completions provided under Workforce Investment Act (WIA) activities (1,256);
- CTE graduates with college credit, a credential, or license (1,277);

- for-credit certificates awarded by community colleges (986);
- private career school completions (953); and
- recipients of Temporary Assistance to Needy Families (TANF) who completed occupational skills training (669).

The three largest increases in enrollments occurred in the following:

- community colleges (20,577);
- CTE concentrators exiting from programs aligned to an industry certification (9,264); and
- Recipients of TANF (3,548).

In terms of next steps, the Governor has extended the original S2C goal to 20 percent by 2018. In addition, Governor O’Malley charged DLLR, in collaboration with the GWIB, with developing a more robust strategy for moving forward in support of the skills attainment goal.



Strategic Industry Partnerships

During the September 2012 Quarterly Meeting, the Board formally endorsed a motion to request \$2.5M from Governor O'Malley to support implementation of a strategic industry partnerships/sector strategy initiative in Maryland.

This move builds off of existing work performed in 2008 and 2009, through the GWIB's Center for Industry Initiatives. In 2008, a Maryland team led by the GWIB, participated in a NGA-sponsored National Policy Academy – **“Policy Academy on Sector Strategies: Innovative Workforce Policies to Address**

Worker and Employer Needs.”

The Policy Academy provided Maryland leadership with the opportunity to translate the State's previous work under the Center for Industry Initiatives into a strategic industry partnership plan.

Subsequently in 2009, the GWIB hosted a Maryland Sector Strategies Policy Academy for representatives from workforce development, adult education, economic development, community colleges, social services, and business associations. The objectives of the Academy, among others, were to: (1) gain an in-depth

understanding of targeted industry strategies to regional economic growth; (2) build and refine regional plans to implement industry-focused approaches to closing the skills gap; and (3) share regional and national best practices, and to learn from participants on how best to design and implement a targeted industry strategy.

In 2013, the GWIB will continue to advocate for funding and implementation of a statewide comprehensive strategic industry partnerships/sector strategies initiative.

Sector Partnerships – What Are They?

Sector partnerships are partnerships of companies, from the same industry and in their natural labor market region, with education, workforce development, economic development and community organizations that focus on a set of key priority issues identified by the target industry. Traditionally, sector partnerships have focused on workforce development issues, but today's sector partnerships focus on issues related to an industry's overall competitiveness.

They are employer-driven; they are regional; they are coordinated by a credible convener; they act as a coordinating body across multiple education, workforce development, economic development and other programs; they create highly customized responses to a target industry's needs, and therefore highly accurate responses.

Sector partnerships must have an active convener. This could be workforce development, economic development, community colleges, organized labor entities, or community based organizations. In some cases, even a company may act as the convener. No sector partnership is ever successful without members of industry acting as leaders, informers and champions.

Source: The Woolsey Group



Biannual Local Workforce Investment Board Recertification

In accordance with the WIA, and on behalf of Governor O'Malley, the GWIB performed the biannual recertification process of Maryland's 12 LWIBs for the period July 1, 2009 – June 30, 2011. In June 2011, the GWIB completed the process and recommended to the Governor that 11 of the 12 local areas be granted Level I Recertification for a two-year period, effective July 1, 2011. The 12th

area, Montgomery County, received a one-year Level II, or provisional recertification, based on performance deficiencies.

Under the oversight of DLLR / DWDAL and the GWIB, the Montgomery County LWIB began receiving immediate technical assistance and developed an aggressive corrective action plan to

mitigate the deficiency areas. By the end of 2011, the Montgomery County LWIB was successfully meeting its performance goals, and during the June 2012 Board Meeting adopted a motion to reinstate full certification status for the period July 1, 2012 – June 30, 2013.

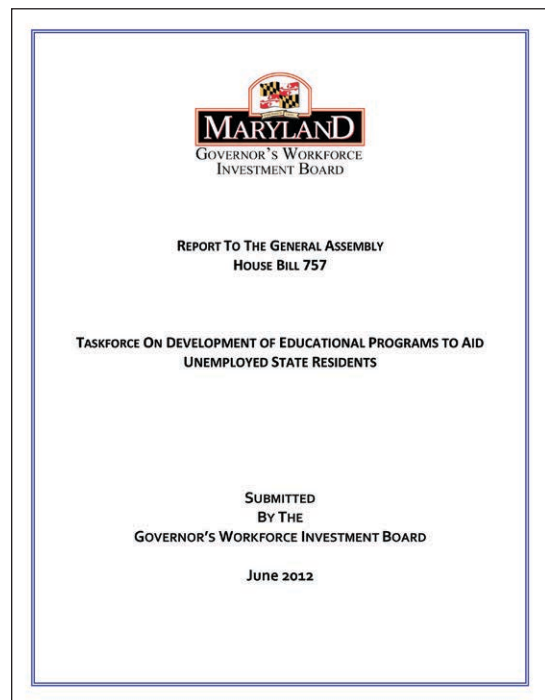
HB 757: Taskforce On Development Of Educational Programs To Aid Unemployed State Residents

HB 757, sponsored by Delegate Keiffer Mitchell (District 44), charged the GWIB with convening and establishing the **Taskforce on Development of Educational Programs to Aid Unemployed State Residents**. Specifically, HB 757 provided that the Taskforce make recommendations regarding an individual educational training account pilot program and a pathway for academic career and employment programs to provide grants to community colleges for the development of projects. To accomplish this charge, the Taskforce worked to: (1) identify the workforce needs and education and training requirements of employment fields with available or growing opportunities; (2) identify the workforce and education needs of regions of the State that have high levels of unemployment; and (3) examine the use of Individual Training Accounts (ITAs) by other states that assist state residents in paying for education and training programs.

The Taskforce met over the course of several months and put forward the following recommendations in support of the State's use of ITA's to aid unemployed Maryland residents:

1. Continue the use of the existing ITA program in Maryland, with the integration of the Career Pathways Model;
2. The need for DLLR to work with the MHEC to revisit the method in which potential programs are approved for the eligible provider training list; and

3. Use the Maryland Longitudinal Data System (MLDS) to effectively address barriers to tracking.



The Taskforce, staffed by the GWIB, included:

- Delegate Keiffer Mitchell, *Maryland House of Delegates*
- Tina Bjarkell, *President, MarylandIndependent Colleges and Universities Association*
- Frank Chaney, *Chairman of the Board, Chaney Enterprises and GWIB Board Member*
- Trudy Chara, *Special Assistant, DLLR DWDAL*
- Ed Gillespie, *President, Maryland Association of Private Colleges and Career Schools*
- Dean Kendall, *Associate Director of Workforce Development, Maryland Higher Education Commission (MHEC)*
- Andrew Larson, *National Project Coordinator, International Union of Painters and Allied Trades and GWIB Board Member*
- Marlene Loeb, *Associate Vice President for Continuing Education and Training, Harford Community College*
- Fred Mason, Jr., *President, Maryland State and District of Columbia AFL-CIO and GWIB Board Member*
- Ben Passmore, *Assistant Vice Chancellor for Administration and Finance, University System of Maryland (USM)*
- Alexander M. Sanchez, *Secretary, Maryland DLLR*
- Angela Thornton, *Office of Strategic Initiatives, Department of Business and Economic Development (DBED)*
- Kathleen Weiss, *Executive Director, Biotech Institute of Maryland, Inc.*

HB 758: Taskforce On Funding Green Technology, Life Science And Health Information Technology Loan Assistance Repayment Programs

HB 758, sponsored by Delegate Keiffer Mitchell (District 44), charged the GWIB with convening a taskforce to research and make recommendations on sources of funding for Loan Assistance Repayment Programs (LARPs) for individuals pursuing careers in green technology, life sciences, and health information technology. The LARP would assist

graduates who have earned a degree in a field related to green technology, life sciences or health information technology from an institution of higher education in the State in repayment of any federal or state higher education loan.

The Taskforce, staffed by the GWIB included:

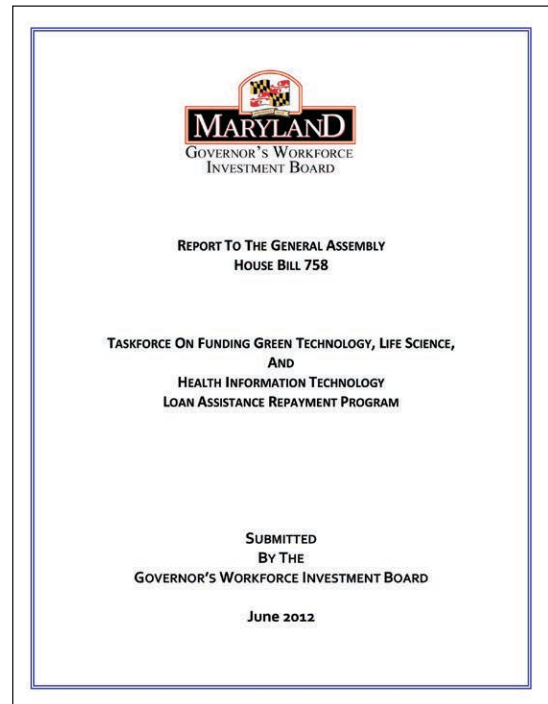
- Delegate Keiffer Mitchell, Jr., *Maryland House of Delegates*
- Danielle Copeland, *Regional Director, Training and Upgrade Fund, SEIU Maryland*
- Jerome Coutee, Jr., *Director of Workforce Development, Prince Georges Community College (PGCC)*
- Senate Katherine Klausmeier, *Maryland State Senate and GWIB Board Member*
- I. Katherine Macgruder, *Executive Director, Maryland Clean Energy Center*
- Fred Mason, Jr., *President, Maryland State and District of Columbia AFL-CIO and GWIB Board Member*
- Ronald Peterson, *President, Johns Hopkins Health System and GWIB Vice Chair*
- Mary Pulconella, *Executive Director, U.S. Green Building Council, Maryland Chapter*
- Alexander M. Sanchez, *Secretary, DLLR*
- Renee M. Winsky, *Maryland Biotechnology Industry*

As a part of this effort, the GWIB performed extensive research on LARPs, LARP funding, the history of LARP programs in Maryland, in addition to collecting data from other states that administer LARPs. Additionally, the GWIB worked collaboratively with DLLR/DWDAL to generate labor market information that validated a skills gap in the green technology, life sciences and health information technology high growth industries and the need to structure LARPs as incentives to drive Marylanders to careers in these fields.

The Taskforce deliberated on several options for funding LARPs as incentives to encourage students to enter the green technology, life sciences and health information technology fields, including employer tax credits (similar to those used to incentivize employers who hire unemployed workers), builders' fees, and bonds. However, given the economic environment, which did not lend itself to a full State appropriation, the Taskforce recommended a hybrid approach to funding LARPs, blending some State funding with private partnerships found in other states. Private funding could include:

- Foundations – Many states have sustained LARPs with foundation funding, either non-profit foundations or the foundation side of major insurers;
- Private Associations – Similar to funding of physician LARPs by the Board of Physicians; and
- Employer Match – Just as hospitals and local governments support healthcare workers, employers eager to hire well-trained graduates could match funding provided by the State.

The Taskforce completed its charge, but believes that this work is important enough in nature to warrant continued deliberation, advancing the work on LARPs in order to reduce the gap between the need for well-trained employees in the green technology, life sciences and health information technology and the burden of educational costs in new graduates.



GWIB Center for Industry Initiatives

Aerospace Industry Initiative: Pittsburgh Institute Of Aeronautics Celebrates Inaugural Graduation

In August 2012, the GWIB celebrated the inaugural graduation class of the Aviation Maintenance Technician (AMT) Program at the Pittsburgh Institute of Aeronautics (PIA), Hagerstown Campus located at Hagerstown Regional Airport (HRA). 18 students received their

diplomas and as a result became eligible to sit for the Federal Aviation Administration's (FAA) Airframe & Powerplant (A & P) certification examinations. A second class of 27 students began the 16-month training course in September 2012.

As of December 2012, 11 of the 18 graduates secured employment, and one transitioned to college. Companies with whom the graduates received employment offers include Sierra Nevada in Hagerstown, Norfolk Southern Railroad in Pennsylvania, Republic Airlines at National Airport,

GWIB CENTER FOR INDUSTRY INITIATIVES

Haverfield Helicopter in Gettysburg, Cape Ann in New England, Lockheed Martin in South Carolina, a small Alaskan Airline, a FAA inspection shop in Hagerstown, and General Atomics in California. The average starting wage for program graduates is \$17.25/hour.

In late 2012, the Washington County Commissioners approved the building of a new facility on the airport grounds for the school. Additionally, Mercer Aviation Group of Philadelphia, which performs helicopter and fixed wing repair, maintenance and overhaul, recently opened at HRA. Merc guaranteed 18 full-time jobs at more than \$50,000.

The GWIB's involvement with the PIA dates back to 2006, when the project was conceived in response to a survey which evaluated training programs available to fill the needs

of three federal contractors operating at HRA. The GWIB convened a business-led taskforce and provided direction to the committee as it sought guidance on proposed next steps. Additionally, the GWIB and SGT, Inc. provided technical assistance during a Familiarization Tour of HRA in November 2009, when four out-of-state training providers met to assess the facilities and the program requirements given by the employers involved.

After several years of continued collaboration, in December 2010, Senators Benjamin L. Cardin and Barbara A. Mikulski announced that the Appalachian Regional Commission (ARC) awarded \$272,975 in grant funding to establish the program. Additionally, PIA provided \$427,075, bringing the total project funding to \$700,050.



Aeronautics school sees its first local graduates

By ANDREW SCHOTZ
The Herald-Mail

A pioneering crew of aviation maintenance experts graduated Friday as the first class of Pittsburgh Institute of Aeronautics' new branch campus in Washington County. After 18 months of studying and training, the class converged with Federal Aviation Administration Airframe and Powerplant Certification, known as A&P for short. The class held a commencement ceremony Friday afternoon at Hagerstown Regional Airport — not far from Top Flight Air Park, site of the aeronautics institute's local campus.

"As the first class to graduate from the Hagerstown campus, you have paved the way for future technicians," said Greg Nall, PIA's director of student services. He urged them: "Take setbacks in stride. Never give up. No whining. Keep working."

"We all did it," said co-valetitioner Steven Lee Amond of Westminster, Md. "It took a lot of hard work, a lot of stress."

Amond thanked his parents for giving him a weekly allowance to help pay for school costs.

Later, co-valetitioner Eric Andrew Watts of Hagerstown said, "The guys in the class — the 17 of us that made it — have been like a foundation for a school. This school's built on these students here, and I'm sure many of 'em will go and be foundations at other jobs, careers, corporations. So good luck and godspeed, guys."

According to the institute, this year's local graduating class had students from Maryland, Pennsylvania, West Virginia and Virginia, ranging in age from 18 to 53 years old. Applicants for the next class came from those four states, plus New Jersey, Delaware and Texas, the institute said.

In an interview after the ceremony, graduate Bryson Lee Cordelli of Hagerstown said students learned electronics, powerplants, engines, sheet metal, math, physics and aerodynamics. The students "couldn't ask for more," he said.

Accord described having to take apart a reciprocating engine and put it back together, doing numerous sheet-metal projects and making a wooden wing with a cotton covering. Sheet metal work, in particular, was both challenging and rewarding, he said.

"It's very tight tolerances, and if you are outside of those tolerances, in a school, it affects your grade," Accord said. "In real life, it could mean a failure of a part."

Cordelli, 23, wore a lei of candy — a tradition in Guam, where some of his family is from. He was surrounded by immediate family who celebrated with him. He said he would like to work with the Maryland State Police medicine system.

Or he might try for a job with Mercer Aviation Group, an aerospace company that started a local facility at Hagerstown Regional Airport this year.

Watts, 22, would like to work for Bell's Royce. Accord, 27, wants to find a job in Texas, where he was born and still has family.

"Maryland's just a little too chilly," he said.

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Pittsburgh Institute of Aeronautics graduate Kyle Collins, left, shakes hands with Business Owner, PIA's submission representative, on Friday during the institute's first local graduation ceremony at Hagerstown Regional Airport. Also present are Thomas O'Keefe, center, PIA's campus director, and John Graham III, background, PIA's president and chief executive officer.

Photo credit: By Joe Crocena/Herald-Mail Photographer



Graduation Ceremony and Graduating Class



Construction Industry Initiative: Maryland Center For Construction Education & Innovation (MCCEI)

During 2012, the Maryland Center for Construction Education and Innovation (MCCEI) conducted a groundbreaking study in which 126 built environment leaders from the State were interviewed, and opinions sought on anticipated changes in the industry from a technological, business planning, and workforce readiness standpoint.

“The Critical Path” Forum was convened in December 2012 to release the results of the study, which is a summary of their perceptions and the resulting six policy recommendations. The report covers emerging technologies, building processes,

business planning, and efficiencies the industry is adopting in order to remain competitive and deliver value to customers. As importantly, the report discusses skills gaps, educational attainment and recommendations to Maryland’s education system related to teaching and training the construction workforce of the future.

“The Critical Path” is the beginning of a plan to build a world-class education system for Maryland’s construction and related built environment industries. The results and recommendations are derived from industry experts and business owners.



MARYLAND CENTER *for*
CONSTRUCTION
 EDUCATION & INNOVATION

“The Critical Path” Recommendations:

Recommendation 1:

Create or expand construction programs at Maryland’s four-year institutions to meet the demands of the Maryland construction companies.

Recommendation 2:

Better align K-12, high school CTE, community college and apprenticeship programs with the new construction skills requirements.

Recommendations 3:

Create or strengthen articulations between high schools/CTE programs, apprenticeships, community colleges and universities to define education pathways for a career in construction.

Recommendations 4:

Create a public image campaign to convey attractive construction-related career options.

Recommendation 5:

Create a strategy to include demographic groups that have not historically participated in the industry’s workforce.

Recommendation 6:

Recognize and adapt to the substantial technological changes in the construction environment necessary to keep the industry competitive.

The impetus for MCCEI stems from work performed in 2009, when the GWIB's Center for Industry Initiatives for Construction convened a Construction-Energy Workforce Solutions Forum. The Forum brought together over 250 stakeholders from Maryland's construction and energy industries, government, education, and workforce and economic development leaders to develop strategies for workforce creation and skills development within the construction, energy and "green" industries.

Following the Forum, in September 2009, the GWIB's Construction Industry Initiative Committee also released its final report defining the respective challenges and recommendations to improve the attraction, retention, education and training of a skilled workforce

in Maryland. The principal recommendation of the Construction Committee was, **"Establishing an independent Center of Excellence for Maryland's construction industry that will be recognized throughout Maryland as the resource for construction industry education innovation and expertise,"** now MCCEI.

MCCEI was established at Towson University in 2010, as a public-private partnership comprised of state government, universities, community colleges, and secondary schools. The Center promotes the economically vitality of construction in Maryland, serves as a resource for industry, education, and government and works to position construction as a career of choice for tomorrow's workforce.

For more information on MCCEI and to read the full report, The Critical Path, please visit: <http://www.mccei.org/mccei/Resources/MCCEIStudyTheCriticalPath.aspx>

“The global construction industry is changing rapidly and emerging technologies and new methods of practice require the need for our education system to align with industry,” said Robert Aydukovic, MCCEI President. “MCCEI was created to facilitate the partnership between industry and education to ensure a stronger workforce pipeline for the state of Maryland.”

~ ROBERT AYDUKOVIC, MCCEI PRESIDENT

GWIB Committees Updates

Interagency Workforce Committee

The GWIB Interagency Workforce Committee is a standing committee of the full board. The Committee is comprised of State agency partner senior officials. The Committee's purpose is to coordinate workforce development programs and policies to meet the demands of the Maryland businesses. The Interagency Workforce Committee works to ensure coordination and communication across all State agencies that have an investment in developing Maryland's workforce.

The Committee includes Assistant Secretaries, Deputy Secretaries or senior staff from the following agencies:

- Maryland Department of Aging (MDOA)
- Department of Business and Economic Development (DBED)
- Department of Housing and Community Development (DHCD)

- Department of Human Resources (DHR)
- Department of Juvenile Services (DJS)
- Department of Labor, Licensing and Regulation (DLLR)
- Maryland Department of Disabilities (MDoD)
- Maryland Higher Education Commission (MHEC)
- Department of Public Safety and Correctional Services (DPSCS)
- Maryland State Department of Education (MSDE), (including both the Division of College and Career Readiness and Adult Learning and the Division of Rehabilitation Services)
- Maryland Department of Veterans Affairs (MDVA)

Additionally, staff from the Governor's Policy Office frequently attends the Interagency Workforce Committee meetings.

GWIB Partnerships

GWIB & Workforce Investment Network Of Maryland (WIN) Workforce Stakeholders Meeting

In April 2012, the GWIB, in partnership with the Workforce Investment Network of Maryland (WIN), hosted a **“Job Creation and Workforce Investment System Stakeholders Dialogue”** at Howard Community College.

GWIB Chair, William G. “Bill” Robertson, President and CEO of Adventist HealthCare, Inc. facilitated a discussion between the Directors and Board Chairs from Maryland’s 12 LWIBs about how best to ensure that Maryland’s workforce remains the most competitive and highly skilled in the nation. Additionally, Ron Painter, CEO of the National Association of Workforce Boards (NAWB), provided a legislative update on the status of WIA, reauthorization and federal funding for job training programs.

WIN is a coalition of Maryland’s 12 LWIBs. WIN works closely with the GWIB and DLLR to support a locally-driven, comprehensive workforce investment system. Together they focus on workforce development to ensure a properly prepared workforce that meets the current and future demands of Maryland employers, to succeed in the 21st century workforce.



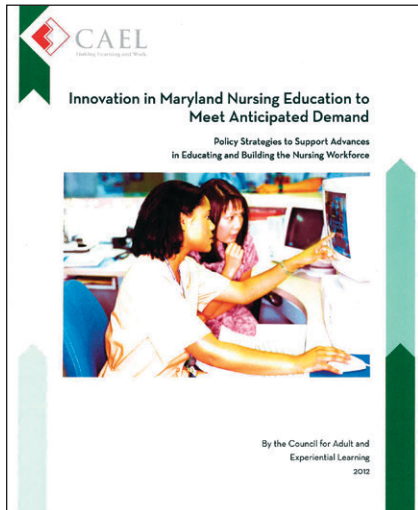
CAEL Healthcare Partnership

The GWIB, with key healthcare, business and education stakeholders and the Center for Adult and Experiential Learning (CAEL), Adventist HealthCare, Inc., Anne Arundel Community College, LifeBridge Health, Maryland Hospital Association (MHA), Montgomery College, Synergy Consulting and the University of Maryland School of Nursing partnered to sponsor the **“Developing Innovative Paths into the Nursing Profession Forum,”** held at Anne Arundel Community College. The half-day forum addressed how innovations in health education can assist in meeting the demand for well-qualified nurses in Maryland.

Lt. Governor Anthony Brown brought welcome remarks. Keynote speakers included Peter Buerhaus, Professor of

Nursing, Vanderbilt University Medical Center and Chair, National Health Care Workforce Commission. The Forum also included presentations and a panel discussion on “Innovative Education Practices in Nursing Education” and “Innovation Nursing Practices in Maryland.”

In June 2012, as a follow-up to the Forum, GWIB Chair, William G. “Bill” Robertson sent a “Dear Colleague” letter to healthcare, business and education stakeholders sharing the policy brief resulting from the Forum. The brief addresses the anticipated growth in demand for nurses and the need to adopt new and innovative ways to deliver nursing education in order to increase the supply of well-qualified nurses.



The policy recommendations outlined below emerged from the Forum discussion. Specifically, attendees suggested that policymakers consider how to provide leadership for the State’s goals to meet the healthcare demands of the future, while also reaching the goal of having 55% of Maryland’s citizens attain a post-secondary degree by 2025.

“ Dear Colleague,
 I am pleased to share with you the attached policy brief that addresses the anticipated growth in demand for nurses and the need to adopt new and innovative ways to deliver nursing education in order to increase the supply of well-qualified nurses. The brief was developed by CAEL as an outcome of the February meeting of nurse educators to discuss how innovative models of education, both from Maryland and elsewhere in the country might help meet the demand. The recommendations are aligned with other recent state and national reports. Please join me in working to implement these recommendations.”

~ **WILLIAM G. “BILL” ROBERTSON,**
PRESIDENT & CEO, ADVENTIST HEALTHCARE, INC.



Participants at the “Developing Innovative Paths Into The Nursing Profession Forum”.

Recommendation 1:

Encourage greater collaboration and articulation so that there is more seamlessness between and among programs, particularly in the progression from associate to bachelor’s levels.

Recommendation 2:

Focus more on competencies and learning outcomes and less on measuring time spent in learning activities and teaching strategies.

Recommendation 3:

Engage healthcare employers and other stakeholders to become part of the solution to the coming nursing shortage and the need for nurses with higher levels of education.

Recommendation 4:

Rely on data and other measurable evidence to track progress in educating nurses and expanding capacity; gain a better understanding of the numbers of students who apply and are rejected due to capacity issues in Maryland-based programs; and identify education models and strategies with proven results.

Recommendation 5:

Encourage regulators to make evidence-based decisions regarding standards for program approval and nursing licensure rather than relying primarily on current practice.

To read the full report, please visit: http://www.cael.org/pdfs/Maryland_Innovation_in_Nursing.



Lt. Governor Anthony Brown with GWIB staff, Mary O'Connor and Darla J. Henson



Lt. Governor Anthony Brown with Phyllis Snyder (CAEL) and Eleanor Carey (SYNERGY)

GWIB Partners With Senator Ben Cardin For Healthcare Career Expo

In May 2012, the GWIB partnered with U.S. Senator Ben Cardin's Office to identify key healthcare employers to participate in a Healthcare Career Expo held at Hagerstown Community College. Senator Cardin hosted the Career Expo to connect Marylanders with jobs in the healthcare field.

The Healthcare Career Expo provided hundreds of Western Maryland residents looking for careers in the field with

access to employers, career counseling, resume preparation and information on education and training programs. Approximately 30 exhibitors participated in the Expo, including leading healthcare providers such as Meritus Health, Frederick Regional Health Center, along with home health agencies, as well as DLLR, Hagerstown Community College and University System of Maryland, among others.

“ We know in Maryland that the healthcare field is a growth industry that needs well-trained, highly skilled workers. My goal in holding the Healthcare Career Expo is to ensure that residents of Western Maryland have an opportunity to learn about the training and education they need to pursue careers in field and to find out about jobs that are available now. ”

~ SENATOR BEN CARDIN

CCBC Health Care Partnership

In March 2012, the GWIB entered into a Memorandum of Agreement (MOA) with the Community College of Baltimore County (CCBC). The purpose of the MOA was to detail a partnership with the goal of developing new healthcare career pathways in the areas of nursing, respiratory therapy, emergency medical technology, medical laboratory technology, radiography mental health and patient care using CCBC funds awarded from an U.S. Department of Labor Employment Administration grant.

CCBC, as the grant recipient, served as project manager, grant administrator and fiscal agent. The GWIB, under the Center for Industry Initiatives for Healthcare, served as a liaison for statewide and regional allied healthcare workforce initiatives, commissions and taskforces, as well as liaison to Maryland's allied healthcare industry and business community. Additionally, the GWIB received financial support to convene a half-day symposium, "**The Future**

of Eldercare: Alternatives in Culture & Care."

The symposium brought together stakeholders from the workforce, education and the business communities in order to disseminate information regarding a new curriculum and program being offered to Geriatric Nursing Assistants (GNAs) in order to prepare them for the changing realities of a career in long-term care.

Key speakers included Judah Ronch, Dean of the Erickson School, UMBC; Vinson Bankoski, Associate Executive Director, Charlestown; Carmen Bowman, Edu-Catering Founder/Consulting; Peter Kemper, Deputy Assistant Secretary, U.S. Department of Health and Human Services; and Nelson Sabatini, Former Secretary of Maryland Department of Health and Mental Hygiene (DHMH). A special welcome was given by Dr. Bill Thomas, founder of The Eden Alternative Theory and Green House Project.

The Symposium also brought together the following panelists, Gloria Blackmon, LTC-Director of Nursing, Levindale Center and Hospital; Susan Panek, Deputy Director, Maryland DHMH; and A'lise Williams, Director of Nursing Practice, Maryland Board of Nursing.

As part of this partnership, the GWIB also provided support related to collection and analysis of state and regional allied healthcare workforce labor market data.



Maryland Business Roundtable For Education (MBRT)

The GWIB is proud to partner with the Maryland Business Roundtable for Education (MBRT). Founded in 1992, MBRT is a coalition of more than 100 leading employers that have made a long-term commitment to support education reform and improve student achievement in Maryland. GWIB and MBRT collaboratively engage in activities that support a well-educated and well-trained Maryland workforce.



Maryland State Department Of Education (MSDE)

The GWIB continued its longstanding partnership with the Maryland State Department of Education (MSDE). In April, GWIB Executive Director, Lynn M. Reed, emceed MSDE's 2012 Annual Career and Technology Education (CTE) Awards of Excellence at the Sheraton Baltimore City Hotel. The Awards of Excellence recognizes outstanding programs, student organizations, change agents, business partnership and distinguished service related to CTE in Maryland.

Outstanding CTE programs at the high school and community college levels are judged in four areas: program description, learner outcomes, program outcomes, and integration with systemic reform. The Change Agent Award recognizes leadership for innovative change in CTE programs and focuses on goals of change, the change process, and overall results. The CTE Student Organization Award honors one local chapter of a CTE student leadership organization for providing growth opportunities to its members and emphasizing educational and career development of chapter members as a result of participation in the organization's activities. The Business Partnerships Award is presented to a business that has established a strong working partnership with a secondary or postsecondary institution in order to support, promote, and improve CTE programs. The results

of this partnership benefits the school, community, and business. Finally, the Distinguished Service Award honors individuals who have demonstrated a high level of leadership, vision, and achievement in career and technology education.

“These exceptional award recipients represent their dedication to high standards from academic to technical achievement to business and community involvement. They are a testament to Maryland's nationally-recognized system of career and technology education.”

- DR. BERNARD SADUSKY, INTERIM STATE SUPERINTENDENT, MSDE

In 2012, the GWIB also actively work with MSDE to continue its ongoing efforts to ensure full implementation and expansion of high-quality CTE throughout Maryland that lead to high-paying, skilled jobs reflective of the State's workforce development trends. GWIB staff participated on CTE Monitoring Teams, visiting local school districts to assist in strengthening the State's CTE programs. During the year, GWIB and MSDE staff traveled to Queen Anne's, St. Mary's, Washington, Wicomico, and Worcester counties to participate in monitoring visits.

The GWIB also participated in the CTE Information Technology Career Cluster State Advisory Group Meeting, convened to review changing requirements and explore opportunities for strengthening IT-related programs across the State.



Governor's P-20 Leadership Council Of Maryland

Six members of the GWIB also serve on Governor O'Malley's P-20 Leadership Council of Maryland. Established by the Governor in fall 2007, the P-20 Leadership Council works to coordinate efforts in education, workforce creation, and business to ensure Maryland offers

excellence in teaching and learning, and prepares all of its citizens to be productive, innovative, and engaged members of its workforce and communities.

"P-20" refers to a system of education that encompasses pre-school through

graduate studies and ensures that students from an early age are learning the necessary skills for a competitive workplace. To make the State more competitive in securing and maintaining business and economic development, the Council seeks and implements ways to improve

GWIB PARTNERSHIPS

education and advance workforce creation. GWIB staff and Board Members actively participate on the Council and various workgroups.

In 2012, GWIB Executive Director, Lynn M. Reed, and MSDE Assistant State Superintendent, Division of Career and College Readiness, Katherine M. Oliver, co-chaired

the Partnership for Assessment of Readiness for Career and College (PARCC) Workgroup, a sub-committee of the P-20 Leadership Council. The charge of Maryland PARCC Career Readiness Workgroup is to develop a set of policy recommendations related to the career readiness aspect of the PARCC assessments for consideration by the

Council. This work is being performed in collaboration with key business stakeholders.

The Workgroup convened twice during 2012, with the work expected to continue in 2013, leading to development of a final set of recommendations.

What is PARCC?

PARCC, a consortium of 18 states, of which Maryland is one, works together to develop a common set of K-12 assessments in English and Math anchored in what it takes to be ready for college and careers. These new K-12 assessments will build a pathway to college and career readiness by the end of high school, mark students' progress towards this goal from 3rd grade up, and provide teachers with timely information to inform instruction and provide student support. The PARCC assessments will be ready for states to administer during the 2014–2015 school year.

PARCC received a \$186M grant through the U.S. Department of Education Race to the Top assessment competition to support the development and design of the next generation assessment system. For more information on PARCC, please visit www.parcconline.org.

State Highway Administration (SHA) Partnership

In 2012, the Maryland General Assembly passed H.B. 457 – Highway or Capital Transit Construction Training and Supportive Services – that required the Maryland Department of Transportation (MDOT) to use the maximum feasible amount of specified federal funds to develop, conduct, and administer highway or capital transit construction training and supportive services, including skill improvement programs. MDOT is required to administer the training programs in collaboration with the GWIB to ensure that highway or capital transit construction training and supportive services are provided to the greatest extent feasible to individuals in Maryland's workforce investment areas. H.B. 457 also required that MDOT and the GWIB submit by February 1 annually, a report to the General Assembly that includes information related to the use of federal funds for highway or capital transit construction.

In support of H.B. 457, the one-year BuildUp Program was launched, the purpose of which is to provide Maryland residents with highway construction and transportation industry-related technical skills training. The goal of

the program is to provide entry- to intermediate-level employment skills training to underserved Marylanders. During 2012, training courses were offered in five areas related to the Highway Construction and Transportation Industry; specifically, AutoCAD/Computer Aided Drafting & Design, Carpentry, Commercial Driver's License (CDL) B Preparation and Certification, Micro-Station Graphics, and Blue Print Reading, with 52 applicants to the program becoming BuildUp trainees in 2012.

For more information on H.B. and the BuildUP Program, please visit: <http://www.gwib.maryland.gov/board/bdmeet/june192013MDOTcover.pdf>.



2012 Governor's Workforce Investment Board Members

- **Hon. Martin O'Malley, Governor**
- **Hon. Anthony Brown, Lt. Governor**
- **William G. "Bill" Robertson Board Chair**
President & Chief Executive Officer
Adventist HealthCare, Inc.
- **Ronald R. Peterson Board Vice-Chair**
President
The Johns Hopkins Health System
- **Sam Abed**
Secretary
Department of Juvenile Services
- **John M. Belcher**
Chairman and CEO
ARINC Corporation
- **Frank Chaney**
Chaney Enterprises
- **Adrian P. Chapman**
President and COO
Washington Gas
- **Hon. Ulysses Currie**
State Senator
- **Ted Dallas**
Secretary
Department of Human Resources
- **B. Daniel DeMarinis**
Director of Strategic Initiatives
The MITRE Corporation
- **Gino J. Gemignani, Jr.**
Senior Vice President,
Whiting-Turner Contracting Company
- **Donna M. Gwin**
Director of Labor Relations
Shoppers Food & Pharmacy
- **Danette Howard**
Interim Secretary
MD Higher Education Commission
- **Leonard J. Howie, III**
Secretary
Department of Labor, Licensing
and Regulation
- **Hon. Sally Y. Jameson**
State Delegate
- **Christian Johansson**
Secretary
Department of Business and
Economic Development
- **Hon. Katherine A. Klausmeier**
State Senator
- **Martin G. Knott, Jr.**
President
Knott Mechanical, Inc.
- **Hon. Susan W. Krebs**
State Delegate
Maryland House of Delegates
- **Andrew B. Larson**
National Project Coordinator
International Union of Painters and
Allied Trade, Job Corps Program
- **Elliot D. Lasson, Ph.D.**
Executive Director
Joblink of Maryland, Inc.
- **Gloria G. Lawlah**
Secretary
Maryland Department of Aging
- **Roy G. Layne**
Clifton Gunderson, LLP
- **Bel Leong-Hong**
President and CEO
Knowledge Advantage Inc.
- **Larry Letow**
President
Convergence Technology Consulting
- **Dawn Lindsay, Ed.D.**
President
Anne Arundel Community College
- **George Littrell, III**
Vice President, Financial Advisor
Morgan Stanley Smith Barney, LLC
- **Lillian Lowery, Ed.D.**
State Superintendent of Schools
Maryland State Department
of Education
- **Fred D. Mason, Jr.**
President
MD State & D.C. AFL-CIO
- **Gary D. Maynard**
Secretary
Department of Public Safety and
Correctional Services
- **Irving W. McConnell**
President and CEO
The McConnell Group, Inc.
- **Dan McDermott**
Executive Director, Upper Shore
Workforce Investment Board
President, MD Workforce
Investment Network
- **Luisa Montero**
Managing Director
MD Multicultural Youth Center
- **Stephen W. Neal**
President/CEO
K. Neal International Trucks, Inc
K. Neal Idealease
- **Stephen Pannill**
President
Cecil College
- **Marion W. Pines**
Senior Fellow
The Johns Hopkins University
Institute for Policy Studies
- **Cathy Raggio**
Secretary
Maryland Department of Disabilities
- **Harold Stinger**
Chairman and CEO
SGT, Inc.
- **Margaret A. Thomas**
President Emeritus
Goodwill Industries of the
Chesapeake, Inc.

2012 Governor's Workforce Investment Board Operations

| | 2012 ACTUAL | 2013 BUDGET |
|----------------------------|------------------|--------------------|
| EXPENSES | | |
| Salary and Fringe Benefits | \$317,522 | \$699,862 |
| Communications | \$7,591 | \$8,291 |
| Travel | \$24,257 | \$14,021 |
| Vehicle Operations | \$0 | \$939 |
| Contract Services | \$124,463 | \$121,380 |
| Supplies | \$3,821 | \$5,794 |
| Equipment | \$6 | \$61 |
| Dues and Subscriptions | \$4,055 | \$3,571 |
| Sub-Total | \$481,715 | \$853,919 |
| Grants | | |
| MCCEI | \$225,000 | \$225,000 |
| Total | \$706,715 | \$1,078,919 |

| | 2012 ACTUAL | 2013 BUDGET |
|----------------------|------------------|------------------|
| SUPPORT FUNDS | | |
| General | \$302,305 | \$314,789 |
| Federal | \$101,888 | \$150,646 |
| Reimbursable | | |
| MDOA | \$4,913 | \$4,913 |
| DHR | \$69,265 | \$69,265 |
| MSDE | \$37,104 | \$34,922 |
| MHEC | \$54,630 | \$54,630 |
| DBED | \$26,635 | \$26,635 |
| DJS | \$8,567 | \$8,567 |
| DWDAL | \$282,082 | \$283,097 |
| Sub-Total | \$483,196 | \$482,029 |
| Total | \$887,389 | \$947,464 |

2012 Governor's Workforce Investment Board Staff

Lynn M. Reed, *Executive Director*

Darla J. Henson, *Office Administrator*

Mary O'Connor, *Program Manager*

Diane Pabich, *Deputy Director*

Bernard Reynolds, *Manager, Budget & Administration*

2012 Local Workforce Investment Board Chairs And Directors

ANNE ARUNDEL COUNTY

- **Walter Townshend, *Chair***
Anne Arundel County Workforce
Investment Board
- **Kirkland “Kirk” J. Murray, *President & CEO***
Anne Arundel Workforce
Development Corporation

BALTIMORE CITY

- **John W. Ashworth, III, *Chair***
Baltimore Workforce
Investment Board
- **Karen Sitnick, *Director***
Mayor’s Office of Employment
Development

BALTIMORE COUNTY

- **Mark D. Habicht, *Chair***
Baltimore County Workforce
Investment Board
- **David Berney, *Interim
Chief of Workforce Development***
Baltimore County Department of
Economic Development

FREDERICK COUNTY

- **Terry O’Malley, *Chair***
Frederick County Workforce
Investment Board
- **Laurie Holden, *Director***
Frederick County Workforce Services

LOWER SHORE

*(Somerset, Wicomico and
Worcester Counties)*

- **Donna Weaver, *Chair***
Lower Shore Workforce
Investment Board
- **Milton Morris, *Workforce Director***
Lower Shore Workforce Alliance

MID-MARYLAND

(Carroll and Howard Counties)

- **Wally Brown, *Chair***
Mid-Maryland Workforce
Investment Board
- **Francine Trout, *Director***
Columbia Workforce Center

MONTGOMERY COUNTY

- **Elyse Kapland, *Acting Chair***
Montgomery County Workforce
Investment Board
- **Barbara Kaufmann, *Director***
Montgomery County Division of
Workforce Investment Services

PRINCE GEORGE’S COUNTY

- **Roy Layne, *Chair***
Prince George’s County Workforce
Investment Board
- **Patricia White, *Executive Director***
Prince George’s County Economic
Development Corporation/Workforce
Services Division

SOUTHERN MARYLAND

- **Eric Franklin, *Chair***
Tri-County Council for
Southern Maryland WIB
- **Ruthy Davis, *Director***
Southern Maryland Workforce
Investment Board

SUSQUEHANNA REGION

(Cecil and Harford Counties)

- **Barney Michel, *President***
Susquehanna Workforce
Investment Board
- **Bruce England, *Executive Director***
Susquehanna Workforce Network, Inc.

UPPER SHORE

*(Caroline, Dorchester, Kent,
Queen Anne’s and Talbot Counties)*

- **Royce L. Sampson, *Chair***
Upper Shore Workforce
Investment Board
- **Dan McDermott, *Executive Director***
Upper Shore Workforce
Investment Board

WESTERN MARYLAND

(Washington, Allegany and Garrett Counties)

- **Kristi Durst, *Chair***
Western Maryland Consortium
Executive Council
- **Peter P. Thomas, *Executive Director***
Western Maryland Consortium

Mission

To guide a nationally-recognized workforce development system that aligns with the economic and educational goals of the State of Maryland and will result in a qualified workforce available to employers across the State.

Vision

A Maryland where every person maximizes his or her career potential and employers have access to the human resources they need to be successful. The vision includes: alignment of the business, workforce system, and economic development interests in Maryland well-integrated, coordinated and collaborative systems across agencies, institutions, local areas, and business preservation and expansion and of Maryland's highly-educated workforce creation of opportunities for all Maryland residents to participate and succeed in the workforce.

“In Maryland, our people are our greatest asset. We must seize the opportunity to develop critical job skills to expand employment opportunities for Marylanders, particularly in areas with high unemployment. We must all continue our efforts to expand opportunities for middle class families, and build an economy that creates prosperity for Maryland from the middle out.”

— Governor Martin O'Malley

Governor's Workforce Investment Board

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