

# GOVERNOR'S WORKFORCE SUMMIT: 2008 FINAL REPORT



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## GOVERNOR'S WORKFORCE SUMMIT 2008

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### A MESSAGE FROM GOVERNOR MARTIN O'MALLEY



Our ability to create and maintain a skilled and educated workforce will determine Maryland's future success in the increasingly competitive global economy. We are a strong and vibrant State, but we face a number of critical challenges in building a workforce for the future. While Maryland enjoys a healthy, diverse business climate, many industries face chronic shortages of skilled workers. Although Marylanders lead the nation in the attainment of advanced degrees, too many of our fellow citizens lack the education and skills necessary to realize their full potential. These challenges will be exacerbated by the approaching retirement of the "Baby Boomer" generation – nearly one-sixth of Maryland's population – as well as the population growth associated with the Base Realignment and Closure (BRAC) process.

We have a pressing need to move beyond talking about these challenges and to begin to find solutions. With that in mind, I asked the Governor's Workforce Investment Board (GWIB) to convene a forum of state, local and national workforce creation experts for a discussion of workforce policy innovations. That forum, the Workforce Summit held on February 8, 2008, brought together a diverse group of thinkers and leaders from the business, government, education, and non-profit sectors around the State.

I am pleased to report that the Workforce Summit exceeded my expectations and contributed many new ideas and innovative recommendations that will help shape Maryland's workforce policies for the future. The Summit confirmed our need for enhanced alignment between education, workforce creation, and economic development strategies, as well as our conviction that there is no spare Marylander as we develop a workforce to meet the demands of tomorrow.

This report captures the main themes of the Summit, as well as the key recommendations from our panels of experts.

I want to thank the GWIB for convening this important meeting on my behalf, as well as the experts who shared their wisdom, experience, and recommendations. I also offer thanks to the more than 500 participants for taking the time to share their insights and play a substantial role in making a better, more competitive Maryland for our children.

We all share the goals of expanding opportunities for Marylanders while providing them with the tools they need to improve their lives. Investing in workforce creation is an investment in our people and the future of our State. We want to ensure that every Marylander has the chance to thrive, while also providing for the needs of employers so they, and Maryland, can remain globally competitive in the 21<sup>st</sup> Century.

I am pleased that the 2008 Workforce Summit has helped us move beyond merely discussing our challenges and has put us well along the path of finding innovative solutions to our workforce needs.

Sincerely,

Governor Martin O'Malley

## EXECUTIVE SUMMARY

At the request of Governor O'Malley, the Governor's Workforce Investment Board (GWIB) convened the Governor's Workforce Summit 2008 on February 8, 2008, at the Johns Hopkins Applied Physics Lab in Laurel, Maryland. The Summit brought together over 500 stakeholders from government, education, the private sector, and philanthropic community to highlight workforce development in Maryland, and to identify and address the State's workforce challenges and opportunities within key emerging industries. This summary report represents the foundation for future initiatives, policies and actions that lead to the creation of a vital and vibrant workforce which will sustain Maryland's economy.

Workforce creation is one of the O'Malley – Brown Administration's top priorities. The reason is clear: the quality of Maryland's current and future workforce is vital to the economic future of the State and the success of its businesses and residents. While Maryland currently enjoys a healthy, diverse business climate, many industries are facing shortages of skilled workers. Finding solutions to these shortages and additional workforce challenges is critical if Maryland is to remain economically competitive in a global economy.

Governor O'Malley's vision of "workforce driven economic development" is based on the notion that Maryland's future success in the national and global economy will be driven by a highly educated and skilled workforce. The Governor challenged Summit participants to think boldly and offer ways of creating a streamlined and aligned workforce system to help Maryland's businesses and residents compete and succeed in the 21st Century economy. With this in mind, Governor O'Malley identified several guiding principles that set the stage for the Summit discussions:

1. Every child is gifted and talented.
2. Post-secondary education will be needed for many jobs in the 21<sup>st</sup> Century, and college is not a prerequisite for a successful life or the ability to be able to provide for one's family, or to make a contribution.
3. Restore the stature and standing of Career and Technical Education (CTE) programs in Maryland.
4. There is a no such thing as a spare Marylander.
5. Coordination and collaboration across State agencies, education systems and businesses are essential to workforce creation.
6. Industries are facing critical skills shortages. Maryland has to move beyond strategic planning and strategic action, and set ambitious goals, and hold ourselves accountable for meeting those goals.

The Summit began with labor economist and keynote speaker Dr. Kenneth E. Poole, CEO of the Center for Regional Economic Competitiveness (CREC) and Executive Director, Council for Community and Economic Research (C2ER), summarizing national workforce trends and identifying the State's needs and challenges. Dr. Poole's presentation was followed by two roundtable discussions: ***Educating Maryland's 21<sup>st</sup> Century Workforce, and No Such Thing as a Spare Marylander.***

The first roundtable discussion, ***Educating Maryland's 21<sup>st</sup> Century Workforce: Alignment of Education, Economic Development and Business Needs***, focused on the alignment of the education system's mission, goals and outcomes with Maryland's economic and workforce needs. Panelists included experts representing the Bill and Melinda Gates Foundation, business organizations and Maryland's K-12, community college system and 4-year institutions.

The second roundtable ***No Such Thing as a Spare Marylander: Growing the Workforce in a Time of Shifting Demographics and Increasing Employer Demand***, included a discussion of strategies for growing a skilled workforce, including recruitment and retention of college graduates, untapped populations as a source of workers, and the roles of philanthropic community, business and government in preparing the next generation of workers.

At the conclusion of the Summit, Secretary Thomas E Perez and Secretary James E. Lyons, Sr., Ph.D. articulated the following common themes that emanated from the roundtable discussions:

- The Governor's P-20 Council represents an opportunity to coordinate all of the various workforce development efforts occurring within the State;
- Look at the current workforce system, and determine if it truly represents the model of the future;
- In addition to technical skills, young people need to be taught critical life skills;
- While many recognize the skill shortages within STEM occupations, there is also a need to instill the "love" of STEM into young people;
- There is no such thing as a spare Marylander;
- Businesses must look beyond traditional pipelines to recruit new workers;
- Career and Technical Education (CTE) programs should be recognized as a pathway for young people for whom college is not their first choice; and
- Education of the immigrant population is a critical workforce priority.

Finally, Secretary Perez also introduced the concept of the "three L's" as additional principles to guide the work that will be performed after the Summit.

- Leadership – The Governor has made workforce creation as a top priority of the O'Malley – Brown Administration. To that end, the landscape is right within the State to begin tackling the pressing workforce challenges facing the State.
- Literacy – Define literacy in the broader sense. Providing English literacy is not enough for Maryland residents. Health and financial literacy are also critical to Maryland's existing and future workforce.
- Leveraging – In this era of diminishing resources, leveraging resources will be critical to developing solutions to meet the workforce demands of the State's employers.

## INTRODUCTION

***“This Summit is about harnessing the vast amount of knowledge from an array of experts for the benefit of our entire State. Our future progress depends on our ability to build and sustain a workforce that answers the critical needs of our employers, while also fulfilling the needs of our most precious resource – our people.”***

**~Governor Martin O’Malley**

## GOVERNOR’S WORKFORCE SUMMIT 2008

### **OPENING REMARKS**

Governor Martin O’Malley provided the Summit’s opening remarks setting the stage for the day’s activities by providing an overview of Maryland’s economy. The Governor shared that the State has a strong and robust economy, with a world-class workforce, and low unemployment rate. However, he expressed concern over recent increases of applicants for Temporary Cash Assistance (TCA), an increase in the number of individuals applying for unemployment, while simultaneously, employers are struggling to attract workers with the basic work readiness skills to fill available jobs. For the State to continue its unprecedented expansion, a skilled workforce must be available to provide the economic fuel. Increased business demand, along with the projected supply of workers, are both critical reasons why workforce creation is a top priority of the O’Malley-Brown Administration.

Calling it “a congress of opportunity,” the Governor noted that the Summit represented an opportunity to bring together key stakeholders to engage in an interactive dialogue and develop meaningful strategies to address the workforce challenges facing the State. Governor O’Malley challenged the attendees to develop bold ideas that will capitalize on the opportunities presenting themselves within the State.

### **KEYNOTE PRESENTATION**

Dr. Kenneth E. Poole, a labor economist and CEO of the Center for Regional Economic Competitiveness (CREC) and Executive Director, Council for Community and Economic Research (C2ER), served as the keynote speaker for the first presentation - ***Preparing Maryland’s Workforce for the Future***. Dr. Poole provided a brief overview of the workforce supply-side challenges that are not necessarily unique to Maryland, but that will need to be addressed. He outlined following several strategies for creating the “next generation economy:”

- Ensure that the workforce is available to support this economy;
- Ensure that opportunities are available within all occupations of high-demand/high-growth sectors, and that there are workers at all levels in different points in the supply chain;
- Focus on the availability of workers at the middle and upper skills level who will help be the creators of the economy;
- Ensure that Maryland is appealing to the employers that are trying to attract and retain workers; and
- Leverage the talent and expertise of the “baby boomers” to help prepare the next generation of workers.

Additionally, Dr. Poole also discussed the influx of immigrants coming into the State, and the challenges and opportunities this represents for Maryland. Much of the workforce's growth will occur as a result of this migration; however, it is incumbent that these individuals are provided with the education and skills to succeed in the new economy.

Dr. Poole also outlined the following roles for the private sector and economic development in the State of Maryland related to addressing workforce shortages:

- Incorporate regional collaboration efforts into workforce development solutions, but ensure that collaboration cuts across policy domains;
- Take calculated risks in exploiting new global opportunities;
- Recognize and embrace new business models;
- Become engaged as “civic entrepreneurs,” and come together to articulate needs;
- Invest in workers as corporate assets, instead of balance sheet liabilities;
- Remain focused on improving the standard of living as a primary goal;
- Master how the region's economic value chains function;
- Prioritize efforts to help the industries and occupations most important to regional growth;
- Learn to anticipate targeted opportunities; and
- Become highly engaged conveners and facilitators whose function is to leverage the investments of both the private and public sectors.

Finally, Dr. Poole made several suggestions regarding the P – 20 education system's role in addressing skill shortages, including:

- Understand the critical role of both life and technical skills;
- Help teachers, parents, and students understand real world economic conditions and opportunities; and
- Encourage entrepreneurial behaviors in schools (among students, teachers, parents, and administrators.)

## **ROUNDTABLE DISCUSSION 1**

### **EDUCATING MARYLAND'S 21<sup>ST</sup> CENTURY WORKFORCE: ALIGNMENT OF EDUCATION, ECONOMIC DEVELOPMENT AND BUSINESS NEEDS**

Maryland's education system (PreK-20) plays a critical role in developing a highly skilled workforce. Public education must be more market driven. In preparing a 21st Century workforce, educators face challenges of teacher shortages, demands for school reform, increasing demand for STEM (Science, Technology, Engineering and Mathematics) instruction, and keeping pace with new technologies and rapidly changing workforce skills requirements. During this roundtable, panelists discussed the need for alignment of the education system's mission, goals, and outcomes with Maryland's business, economic and workforce development needs.

Broadly speaking, panelists shared the need for enhanced collaborative efforts between education and business in order to prepare the next generation of workers. The education community must change the way it has done business in order to be responsive to the needs of the workforce and equip workers with skills required by the business community. Conversely, businesses need to be a part of Maryland's “grow your own” strategy, and work with K-12, community colleges, universities, and career and technical schools to provide young people with career awareness opportunities, through internships, job shadowing, mentoring, and experiential learning.

Considerable attention was also given to the BRAC-actions that will bring thousands of new jobs to Maryland. The education system must align with business to ensure that adults and students are prepared to take advantage of those highly paid/highly technical job opportunities. Additionally, BRAC-related jobs coming to Maryland will require workers with security clearances, as well as language and cultural skills that will have direct relevance to the State's ability to compete in the global economy.

Finally, panelists agreed that there needs to be a concerted effort to ensure that disconnected youth who have "fallen through the education cracks" are connected to education and training opportunities through the One-Stop Workforce Centers. The One-Stop system, working collaboratively with the education community, can serve as a resource that provides a continuum of services (e.g., GED, job readiness skills, soft skills, career exploration, and training) leading to meaningful career opportunities for disconnected youth.

## **ROUNDTABLE DISCUSSION RECOMMENDATIONS**

### **STEM EDUCATION**

- Provide students with STEM literacy skills, while simultaneously increasing the number of STEM graduates.
- Provide educators with an understanding of math and science levels needed for students to compete in the workforce; and incorporate "rigor," in terms of quality and intensity, into coursework.
- Incorporate and monitor STEM skills key indicators in StateSTAT, (e.g., number of students completing Algebra II before the 9<sup>th</sup> grade, and the number of students taking higher level math and science beyond State requirements.)
- Determine the dropout rate and track drop out "factories" in Maryland, in an attempt to move the data sets.
- Create a research roundtable and a statewide knowledge share formed by the P – 20 Council that monitors STEM skill indicators. Northrop Grumman, Lockheed Martin, and the Annie Casey Foundation have developed excellent and replicable knowledge share models.

### **EDUCATION AND BUSINESS ALIGNMENT AND COLLABORATION**

- Develop curriculum advisory clusters between community colleges, universities, and the business community that support degree programs.
- Create an electronic database, collaboratively with business, education and government that captures knowledge and skills needed in key areas.
- Develop a laboratory for "middle-range" students' that creates an understanding of career opportunities. Use project-based curriculum and different evaluation tools to help students navigate the system.
- Invest in development of middle or early colleges that build academic and career preparatory programs around the last two years of high school and the first two years of college. Tennessee, New York, and Georgia have invested in this model.
- Work with middle school level students and their families to create an understanding of pathways to jobs.
- Create partnerships between four-year institutions, business and government to develop PR "spots" that begin to engage students while they are young around career awareness opportunities.
- Provide students with career awareness opportunities before the 9<sup>th</sup> grade, and treat students as partners in the education process.

## **CAREER AND TECHNICAL EDUCATION (CTE) OPPORTUNITIES**

- Partner with business to develop industry-specific curriculum that supports CTE programs.
- Ensure that all students graduating from CTE programs receive industry certifications.
- Instruction must be reflective of the manner in which young people learn, (e.g., simulation software.)
- Support experiential learning opportunities with updated equipment.

## **BRAC-RELATED EMPLOYMENT**

- Develop civic and ethics education courses, with input from the business and education communities, that will provide young people with the life skills necessary to obtain the security clearances needed for BRAC-related employment.
- Equip workers with foreign language skills such as Chinese, Korean, Farsi, and Arabic that will prepare workers for the BRAC-related jobs come into the region.

## **ROUNDTABLE DISCUSSION 2**

### **NO SUCH THING AS A SPARE MARYLANDER: GROWING THE WORKFORCE IN A TIME OF SHIFTING DEMOGRAPHICS AND INCREASING EMPLOYER DEMAND**

Maryland enjoys a healthy and diverse economy, but many industries face shortages of skilled workers. The approaching retirement of nearly one-sixth of Maryland population and new jobs associated with the Base Realignment and Closure process are adding to increased competition among employers for the workforce pool. Growing Maryland's qualified workforce must be a priority for the workforce development system and its industry partners. This panel discussed strategies for combating out-migration of Maryland's workers, growing a skilled workforce including recruitment and retention of college graduates, recognizing untapped populations as a source of workers, and the roles of philanthropic community, business and government in preparing the next generation of workers.

Panelists shared that it is important for employers to understand that future workforce needs will be met by the existing workforce, and as such, "retooling" efforts and incumbent worker training programs must be incorporated into their retention strategies.

Panelists also discussed the fact that untapped populations - ex-offenders, disconnected youth, immigrants, veterans, individuals with disabilities, and mature workers - represent non-traditional, yet successful sources of qualified workers. However, employers must think about unconventional pathways to move these individuals from education and training, into employment.

Youth also represent a source of potential employees for the State's employers. The One-Stop system can play a critical role in preparing young people for careers with Maryland's employers through its comprehensive classroom to careers efforts, which captures young people at each stage along the education and training continuum – K-12, One-Stop Workforce Centers, community colleges, and four-year institutions. Young people are supported at each stage by the efforts of the business community. ***Maryland's Academy for Career and College Exploration*** was cited as an innovative example of institutionalizing comprehensive career awareness and development, with academics.

A demographic profile of immigrants in the State of Maryland was also presented that highlighted that the State has a highly skilled/highly educated workforce. Given the correct education and training opportunities many Maryland immigrants can fill critical skill shortages within the State. For example, the Foreign Trained Health Initiative builds on the strengths of foreign trained workers – many with years of experience - by providing education, training, supportive services, and extensive case management, so that individuals can obtain licensure and practice in Maryland under the same standards.

A philanthropic effort to strengthen and expand high impact workforce partners in communities across the country was illustrated through the work of the **National Fund for Workforce Solutions**. The Fund's goal is to leverage over \$200M in local funding that incorporates philanthropy, community foundations, other public funds coming from states and other locales, and other private funds from employers and employer investments, with the purpose of improving employment, training, and labor market outcomes for low-income individuals. The Fund's key strategy is the creation of a new national funding intermediary. Its investors will capitalize this effort with \$30 million to \$50 million in grant funds. The Fund will use this money to increase the number of successful local and regional workforce partnerships, and expand the scale of existing partnerships.

## **ROUNDTABLE DISCUSSION RECOMMENDATIONS**

### **OUT-MIGRATION**

- Create a business supported radio advertising campaign that drives Marylanders to a web portal of employment opportunities within the State. Create a similar campaign directed towards college students that promote employment opportunities within Maryland.

### **RECRUITMENT AND RETENTION**

- Implement the experience, exposure, and incentive model – create opportunities for students to experience the world of work through internships, expose students to the State and Maryland-based businesses, and create incentives for students to live and work within the State, (e.g. student loan reduction programs.)
- Partner with community college to develop incumbent worker training programs.
- Infuse career development into college curricula and program majors.
- Institute adult education programs in the workplace.
- Recognize current workers as a recruitment source.

## **UNTAPPED WORKER POPULATIONS**

- Institute a job matching process that builds on the potential employee's existing skills.
- Provide support systems for non-traditional employees.
- Educate employers about the myths and misunderstandings related to hiring employees from non-traditional sources.
- Develop policy initiatives that help employers feel "safe" about hiring non-traditional employees.
- Infuse academics into career awareness.
- Provide young people with internship and summer job opportunities, beginning in the 11<sup>th</sup> grade.
- Consider non-traditional career pathways for individuals with disabilities (e.g., customized employment for people with disabilities, job carving).
- Develop policy that creates a long-term solution to the challenge of waiting lists for servicing people with disabilities.
- Begin school-to-work transition activities earlier for young people with disabilities (e.g., job shadowing, work experience).
- Tap veterans just prior to separation from the military, and help them identify their pathway.
- Consider military spouses as a source of qualified workers.
- Research the California model of direct employment of disabled veterans.

## **PREPARING MARYLAND'S IMMIGRANTS FOR THE 21<sup>ST</sup> CENTURY WORKFORCE**

- Incorporate education opportunities for foreign-born workers with less than a high school diploma into the State's workforce development strategy.
- Provide English as a Second Language (ESL) training to foreign-born workers.
- Customize ESL for different professions.
- Assist foreign-born workers with obtain the necessary credentials and licensing for employment.
- Support the New America's Initiative.
- Ensure the Maryland has a welcoming environment for immigrants.

## **CONCLUSION**

The highly successful Governor's Workforce Summit demonstrated the O'Malley – Brown administration's commitment to elevating workforce creation as a top priority within the State of Maryland. The 500 + actively engaged participants left the Summit with innovative, yet concrete examples of how to partner and align business, education, government, and non-profit efforts around preparing workers to compete in a 21<sup>st</sup> economy. As a result, the Governor's Workforce Investment Board will continue to marshal activities currently underway in Maryland that will help bolster the State's workforce and economy, e.g., promoting strategic collaboration among state agencies; encouraging better alignment of educational system and workforce goals; enhancing apprenticeship and training programs; preparing for BRAC; and assessing the Summit's recommendations for further action.

## APPENDIX

### **EDUCATING MARYLAND'S FUTURE WORKFORCE: ALIGNING EDUCATION, ECONOMIC DEVELOPMENT AND INDUSTRY NEEDS**

Maryland's education system (PreK-20) plays a critical role in developing a highly skilled workforce. In preparing a 21st Century workforce, educators face challenges of teacher shortages, demands for school reform, increasing STEM (Science, Technology, Engineering and Mathematics) instruction, and keeping pace with new technology and rapidly changing workforce skill requirements. Panelists will discuss the alignment of the education system's mission, goals and outcomes with Maryland's economic and workforce needs.

#### **MODERATOR**

**Karen R. Elzey** is Executive Director of the U.S. Chamber of Commerce's Institute for a Competitive Workforce (ICW), an affiliate that promotes high educational standards and effective workforce training systems that are aligned with each other and with today's business demands.

#### **PANEL MEMBERS**

**Andres Alonso** has been the CEO of the Baltimore City Public School System since July 1, 2007. Dr. Alonso's reform agenda includes increasing the graduation rate, supporting students with interventions to ensure academic success, and expanding work experiences for student as well as supporting parent and community engagement.

**Raymond (Buzz) Bartlett** is the Executive Director of Advancement for the University of Maryland College of Education. Buzz is the former president and CEO of the Council for Basic Education, which advocated for a liberal arts education for all students. Previously, as the director of corporate affairs for Lockheed Martin, Buzz was responsible for corporate-wide community relations and the Lockheed Martin Foundation. He is a member of the boards of the Institute for Educational Leadership and DC Voice.

**Karl Behringer** is the Director of Science and Technologies for the Anne Arundel County Public Schools. He directs the programs for Mathematics, Science, the Centers of Applied Technology, Business Education, Technology Education, Family & Consumer Sciences, Music, Health, Physical Education, and Outdoor Education.

**Stuart Bounds** has served as the fourth President of Chesapeake College since July 1, 1997. Dr. Bounds previously served for thirteen years at the College, first as the vice president for academic and administrative services and then as the executive vice president. He currently serves as co-chair of the Joint Committee of the University System of Maryland and the Maryland Association of Community Colleges on Articulation and Transfer.

**James Dinegar** has been the President and CEO of the Greater Washington Board of Trade since July 2006. He oversees all internal and external operations for the Board of Trade, the largest regional network of business and non-profit leaders and the only local organization representing all industry sectors.

**Stewart Edelstein** has served as the Executive Director of the Universities at Shady Grove (USG), a regional center of the University System of Maryland located in Montgomery County, since 2002. Dr. Edelstein has expanded the number of Maryland public universities offering graduate and undergraduate degree programs at USG to nine, with more than 2,600 students enrolled in more than 50 degrees programs.

**Dennis Fallen** joined Fisher BioServices in July 2007 as Vice president and General manager. He has over twenty-five years of experience in the health care industry and has been a manager and leader with start up ventures as well as large public companies and organizations.

**Glen Fountain** is the Project Manager of the New Horizons mission to Pluto which was launched in January 2006. In Glen's early career he was a member of APL's technical staff that developed a number of space missions. Beginning in 1974, he has held a number of line and project management positions in APL's Space Department. In 2007 Mr. Fountain received the Von Braun Award for outstanding space program.

**Jacqueline C. Haas** is the Superintendent of Harford County Public Schools. Dr. Haas is a 36-year educator having spent much of her career in general education, as well as working with severely and profoundly handicapped children. A graduate of the University of Delaware with a Master's degree from Johns Hopkins University, she earned her doctoral degree from the University of Maryland.

**Kenneth McCreedy** serves as the Installation Commander at Fort George G. Meade, Maryland. Colonel McCreedy is currently preparing for expansion of Fort Meade as a result of Base Realignment and Closure (BRAC), which is expected to result in a 25 percent increase in population and 5,700 jobs. During his 26 years in the service Colonel McCreedy has earned the Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, Army Commendation Medal, Army Achievement Medal, National Defense Service Medal, and the NATO Medal.

**Joseph Scantlebury** is a Senior Policy Officer of the Bill & Melinda Gates Foundation. Joe's policy advocacy grant making is focused in the Education Division on two areas: helping high schools better prepare all students for college, work, and citizenship; and reducing financial and other barriers to higher education.

**June Streckfus** has served as the Executive Director of the Maryland Business Roundtable for Education (MBRT) since its founding in 1992. June leads the MBRT, a coalition of more than 120 leading Maryland businesses that have made a long-term commitment to support education reform and improve student achievement in Maryland.

**Thelma Thompson** serves as the 13th President of the University of Maryland Eastern Shore. Dr. Thompson also chairs the Mid-Eastern Athletic Conference (MEAC) Council of Chief Executive Officers. Among her recent accolades, Black Engineer and Information Technology magazine recognized Dr. Thompson as one of the "100 Most Important Blacks in Technology" for 2007, and in 2006, she received a Governor's Award for Innovative Leadership.

**Barry Williams** was appointed as the Director of the Baltimore County Office of Workforce Development (BCOWD) in June 2003. Mr. Williams came to BCOWD from the Baltimore City Public School System, where he served in different years as principal; managing director of pupil services; and area executive officer in charge of 22 schools.

## **NO SUCH THING AS A SPARE MARYLANDER: GROWING THE WORKFORCE IN A TIME OF SHIFTING DEMOGRAPHICS AND INCREASING EMPLOYER DEMAND**

Maryland enjoys a healthy and diverse economy, but many industries face shortages of skilled workers. The approaching retirement of nearly one-sixth of Maryland population and new jobs associated with the Base Realignment and Closure (BRAC) process are adding to increased competition among employers for the workforce pool. Growing Maryland's qualified workforce must be a priority for the workforce development system and its industry partners. Panelists will discuss strategies for growing a skilled workforce including the retention of college graduates, immigrant workers, untapped populations, and the roles of philanthropy, business and government.

### **MODERATOR**

**Thomas E. Perez** was appointed by Governor Martin O'Malley in January 2007 to serve as the Secretary of the Department of Labor, Licensing and Regulation (DLLR). Secretary Perez is a nationally recognized consumer advocate and civil rights lawyer. He is currently a part-time member of the faculty at the George Washington School of Public Health.

### **PANEL MEMBERS**

**Randolph Capps** is a Senior Research Associate at the Urban Institute. As a demographer with substantial expertise in immigrant populations, he has analyzed data on immigrants at the national, state and local levels. Randy has a Ph.D. in Sociology from the University of Texas.

**James Dula** is the President and CEO of the Prince George's Chamber of Commerce. Dr. Dula is a retired Air Force major who served as a leader and administrator around the world. He is known as a social-anthropologist due to the positive results he has accomplished when working with organizations, children, youth, and families.

**Javaune Adams-Gaston** serves as the Executive Director of the University Career Center and The President's Promise at the University of Maryland College Park. Dr. Adams-Gaston is responsible for directing the career development and advancement of over 35,000 undergraduate and graduate students at the University.

**Robin Hall** has worked in the human resources field for approximately 25 years. Ms. Hall has 11 years experience as the HR manager for K&L Microwave. K&L Microwave manufacturers a broad spectrum of RF and Microwave filters that are used in military and commercial wireless communication systems and employs over 400 globally.

**Patty Keeton** oversees the Business Training Center at Howard Community College as the Executive Director of Workforce Development in Continuing Education. Her main responsibility is providing leadership in identifying advanced technology and workforce training needs of the county's employees and developing customizing training solutions.

**Fred Mason** is the President of the Maryland State and District of Columbia, AFL-CIO. Mr. Mason represents the legislative and political interests of 350,000 union members and 44,000 retirees. He has served on the Governor's Workforce Investment Board since 2001.

**Sonia Mora** manages the Latino Health Initiative (LHI) at the Montgomery County Department of Health and Human Services in Maryland. Ms. Mora is responsible for overseeing all technical, managerial, and fiscal activities relating to the LHI, a unique effort that aims to address the health-related needs of Latinos in Montgomery County, Maryland.

**Pamela Paulk** is the Vice President for Human Resources for the Johns Hopkins Health System (JHHS) and The Johns Hopkins Hospital. She is responsible for all HR functions for approximately 15,000 employees. Ms. Paulk also sits on various boards, committees and councils, including the Employee Health Plan Board of Directors, Baltimore Leadership Class of 2000, the Community Mediation Board of Directors, and the Baltimore Alliance for Careers in Healthcare and the Baltimore Workforce Investment Board.

**Stephanie Powers** is the Project Director for the Council on Foundations' National Fund for Workforce Solutions. The Council on Foundations is the Leadership Partner of the National Fund, which provides financial support and technical assistance to promising workforce development partnerships around the country. Ms. Powers previously served as CEO of the National Association of Workforce Boards (NAWB).

**Anne Rea** serves as the Chief of Operations for Adult Services at Way Station in Frederick Maryland. Ms. Rea has over two decades of experience in providing support to individuals with disabilities seeking employment and in facilitating systems change to enhance employment outcomes. Ms. Rea oversees a comprehensive spectrum of services for individuals throughout Maryland including adults with disabilities, homeless veterans and veterans experiencing barriers to successful employment.

**Tony Sarmiento** is the Executive Director of Senior Service America, Inc., a national nonprofit organization that operates the Senior Community Service Employment Program in Maryland and in 15 other states. Mr. Sarmiento's career in workforce and community development has included senior positions with the national AFL-CIO, the District of Columbia Department of Labor, and local community-based organizations.

**Karen Sitnick** was appointed as the Director of the Mayor's Office of Employment Development (MOED) by then Mayor Martin O'Malley in March of 2000, and she was reappointed in 2008 by Mayor Sheila Dixon. Ms. Sitnick is also serving her second term as president of the Workforce Investment Network for Maryland (WIN), a consortium of the state's 12 local workforce investment area directors.

**Dick Story** has served as the CEO of the Howard County Economic Development Authority since September 1993. Mr. Story has 29 years of experience, serving as executive director of the Carroll County Economic Development Commission from 1979 to 1983 and as executive director of the Baltimore County Economic Development Commission from 1989 to 1991. Mr. Story is also actively engaged in the leadership of the Maryland Economic Development Association (MEDA).

**Melissa Wallace** has served as the Vice President of human resources at Under Armour since January 2007. Ms. Wallace previously served as vice president of human resources for Party City Corporation, senior vice president of human resources for Ann Taylor Stores Corporation and vice president of human resources for Liz Claiborne, Inc.