USG Board of Advisors
February 12, 2025, 8:00-9:30am

Agenda

I.   **Welcome & Announcements (8:00-8:15)**   **Kevin Beverly & Anne Khademian**
- **Primary Objectives for the Meeting:**
  - Introductions New Board Members
  - Discussion with Supt. Taylor & Anne Kahdemaia
  - Strategic Update from Executive Director
  - Update on County FY26 Budget Request for READY Institute
- Welcome New Members

II.   **Discussion with Supt. Thomas Taylor & Anne Khademian (8:15-8:45)**
- Introduction & Vision for MCPS
- Strategic Partnership Opportunities

III.   **Executive Director Updates (8:45-9:00)**   **Dr. Anne Khademian**
- Annapolis Update
- USG Organizational Alignment

IV.   **FY26 Budget Request for READY Institute (9:00-9:15) Mary Lang**

V.   **Next Steps and Closing (9:15-9:30am)**   **Kevin Beverly & Mary Lang**
- Next Meeting:
  - April TBD
  - June 11, 2025: End of Year Reception 5:30pm
- Spring Events:
  - READY Innovate Ed Summit: April 23rd 1-5pm: Reception 5pm-6:30pm
  - Celebration of Scholarships: April 29th 5:30pm

Attachments
FY26 County Proposal for the READY Institute

October 10, 2024

Jewru Bandeh
Director, East County Regional Service Center
Montgomery County
3300 Briggs Chaney Road
Silver Spring, Maryland 20904
Jewru.Bandeh@montgomerycountymd.gov

Proposal Title: FY26 READY (Resilient Education for All, Designed for You) Institute at USG
UMD Proposal Number: 87482
UMD Principal Investigator: Mary Lang
UEI: NPU8ULVAAS23
EIN: 52-6002033

Dear Mr. Bandeh:
Please find enclosed the above-referenced proposal submitted on behalf of the University of Maryland (UMD) and signed by an Authorized Representative. A UMD Proposal Number has been assigned, which you may use to reference this proposal in any future communication with our office. The budget request is in the amount of $580,529.

UMD acknowledges that Mary Lang is identified by name as the Principal Investigator (PI) at UMD and the PI intends to carry out all responsibilities identified in the attached proposal. UMD believes the proposed project is fundamental research and does not require that we obtain an export license under Export Control Regulations.

UMD Investigators and Key Personnel have disclosed and certified all projects, activities, co-authorships, affiliations, and other activities, including those performed within and outside of UMD (paid and unpaid), as required by the funding agency and applicable requirements at the time of this proposal and will continue to do so through the life of any resultant award. Furthermore, Investigators and Key Personnel have certified that they are not involved in a "malign foreign talent recruitment program" as defined in Section 10638 of Public Law 117-167 (CHIPS and Science Act).

UMD recognizes that any award resulting from this proposal will include terms and conditions required by the sponsor that are appropriate for a State Institution of Higher Education; that are required by applicable law or regulation on the date of execution; and any other mutually acceptable terms and conditions, except those inconsistent with Uniform Guidance (2 CFR Part 200) or those not allowed under Maryland state law or contrary to the Maryland Attorney General's guidance. UMD reserves the right to negotiate the terms and conditions of any resulting award.

Please direct any technical questions regarding this proposal to Mary Lang at mlang4@umd.edu. Administrative questions should be directed to Catherine Parker at caparker@umd.edu.

UMD looks forward to collaborating with Montgomery County on this project.

Sincerely,

Catherine Parker
Contract Manager

The READY Institute at USG is proposing $580,529 for FY26 funding. This statement of work is to identify the outcomes of the year and the staff needed to complete it.

I.   Overview

Background & Purpose

The READY Institute's strategy was outlined in February 2022. The strategy was to begin with FY23 funding to focus on the near-term workforce needs in the County including behavioral health, teaching, STEM, healthcare and life sciences as it compared to the higher education programming. In FY24 and FY 25, The READY Institute will have conducted two Spring Summits and one Fall Summit looking at the gaps between higher education graduation rates, workforce needs, economic development and employer engagement by four major industry hubs. In addition, the work included developing partnerships with Montgomery County Economic Development Corporation (MCEDC)\ , Work Source Montgomery (WSM) as well as working relationships with Montgomery County Public Schools (MCPS) and Montgomery College (MC) and the University System of Maryland (USM) data teams.

The READY Institute was established to:
- Gather and map the data for talent demand, talent development supply and the gaps in a key pathway area. Note that County workforce needs that can be met through four industry sectors including the industries noted above as well as those included in business enterprise (e.g. hospitality, communications, business administration) and additional public sector needs such as public administration and criminal justice. USG recently underwent a process in which all of its academic programs were categorized using their Classification of Instructional Program (CIP) codes with the aim of streamlining services and opportunities available for students. Based on the CIP code information, programs were grouped into four key sectors, also known as industry hubs based on similar program outcomes and job types. In addition, USM programs outside of USG have been categorized using CIP codes. These hubs include Business Enterprise, Engineering and Technology, Health and Life Sciences, and Public Service, Education, and Social Sciences.

- Develop staffing to lead the data analytics and collaborative partnerships including hiring a READY Institute Director to serve as the project lead for this work. In addition, we plan to hire a staff member to serve as administrative planning and execution lead of two major Summits as well as coordinating efforts and initiatives that are articulated as next steps from the Summits under the Director's guidance.

- Create a READY Advisory team that provides advice, guidance and recommendations to establish and develop the data analytic scenarios that drive the work of the READY Institute. Additionally, this group will work to provide data sharing mechanisms between the organizations. Advisory team participants include representatives from MCEDC and WSM and the University System of Maryland, and other local organizations. MCPS and MC will be invited to participate as well.

- Convene stakeholders at least once a year for a Summit reviewing the outcomes of the work of the READY Institute with employers, academic partners and county decisionmakers. READY staff will be responsible for the logistical details for this event.

- Convene partners for specific pathway planning using ACES (Achieving Collegiate Excellence and Success) as an example of student pathways. Build a joint database between MC, MCPS and USG to research the ACES student experience as a model for wrap-around support in all pathways, and to research the implementation and impact of career readiness work.

Organizational Structure

Over time, it is hoped that funding will allow for the full staffing of the READY Institute. This would include a Core Team based at USG including an Institute Director, a Coordinator, two data analysts, and a team of high flex project managers. The core team will include positions in data analytics and project/plan management at USG. Overtime, there could be READY Institute Fellows that consists of representatives from MC, MCPS, USG, MCEDC, WSM and USM as well as selected members of the USG nine partner institutions. Funding for these Fellows would be part of additional funding requests in subsequent years.

II.   FY26 Initiatives & Outcomes

The READY FY26 initiatives will include continued work and development of the
- The READY Team will:
  - Continue to gather and map the talent demand, talent development supply and the gaps in the key pathway areas. This will include utilizing existing County resources from MCEDC, WSM as well as other market data sources (Lightcast and federal data). It will continue to advance the data sharing opportunities between MC and MCPS as well as the USM institutions to understand the supply of talent in the region and state.
  - Continue to develop and utilize an advising team that includes data experts and institutional members to advise on the development of the research methodologies for the pathway work and the database framework.
  - Promote and communicate the work of the READY Institute through web presence showing the results of the InnovateEd Summits, as well as interactive dashboards by industry sector that promote the work of the READY model.
  - Initiate and begin to build a joint database between MC, MCPS and USG to research the ACES student experience as a model for wrap-around support in all pathways and to research the implementation and impact of career readiness work. This is dependent on the advancement of continued development of the data sharing agreements between the institutions. At the end of FY24, the current ACES Implementation MOU was signed between USG, MCPS and MC. This MOU allows for the sharing of these student level experiences.
  - Two important additions to the data analytics will be a
    - continued expansion in detail surrounding the knowledge, skills and abilities of workforce needs and how those are met through the supply of talent in the region and the state.
  - Continued analytic work to understand the economic impact to the State from the graduates of programs at USG.
- The project currently includes funding to support the Check-In Summit in the Fall 2025 (follow-up from Spring 2025 Summit) and annual data summit to be held in the Spring 2026. The Fall Check-In will follow up on initiatives and analyses recommended the Spring Summit 2025. The Spring summit brings together employers, academics, educations partners, industry associations and local government leaders to review and discuss the implications of the data analytics surrounding the intersection of the county's higher educational ecosystem and workforce needs. The Second summit will be similar in scope and content to the InnovateEd Summit held on April 17, 2024.

- Continue to partner with MCEDC, WSM, MCPS, MC and USM to develop and implement the agenda for the Summit discussions.

- Develop a READY Institute Budget Plan for FY27 and Ongoing and submit it to County for review and approval.

Data Sources
- USG will contract for industry data and analysis sources that assist in helping to understand the market data of the state and region economy including industries, demographics, employers, in-demand skills. It provides the opportunity to align the academic offerings at USG and the region to labor market opportunities. Work will be developed to identify the gaps between the educational offerings and workforce needs. Lightcast will be used for this work.

- USG will utilize commercial industry data and analytic sources to better understand the employment pathway of the graduates from USG programs in order to measure the economic impact of these graduates in the state. It is planned that Academic Insights, a well-known expert in this field that verifies the graduate information across multiple sources and provides student level results back to USG for further analysis.

Senior/Key Personnel
A READY Institute Director will be in place during FY25. In FY 26 the Director will be supported at 100% to:

- Provide leadership for the operation of the Institute.
- Develop the strategy for the Institute's data collection, analysis and convening for the Fall Check-In and Spring summit on workforce and educational outcomes for the County.
- Oversee the evaluation and analysis of students' success across various stages of education and into their professional lives, ensuring the alignment of educational programs with student needs and market demands.
- Engage with local educational institutions, business leaders, and other stakeholders to align research initiatives and educational programs with the evolving demands of the job market and community needs. This includes, but is not limited to, MC, MCPS, MCEDC, and WSM. This includes serving as the primary point of contact for collaborating with these groups to plan an annual summit and check-in for the community that identifies workforce needs and educational outcomes.
- Manage the internal USG project team as well as the members of the Advisory team that will provide data and analysis from collaborators external to USG. When necessary, work with these organizations to develop data-sharing MOUs in order to seamlessly and accurately share relevant student, employment materials as needed.
- Manage and plan the Fall Check-In Summit – Fall 2025 and Spring Summit – Spring 2026 with MCEDC as a co-host. The READY Director will be responsible for bringing the institutional representatives together for joint Summit planning.
- Provide regular updates and check-ins with the County Executive's Office responsible for the READY grant.

Mary Lang will serve as the Principal Investigator for the READY grant at 5% effort and will serve as the Director until the position is filled.

Other Personnel
The other personnel needed for the implementation and delivery of the work for the READY Institute include:

- Coordinator will be supported for 100% to provide programmatic and administrative support to the READY Director. This position has not been filled to date. The Coordinator will provide two key functions:
    - Provide key coordination and communication with employers and community interests under the leadership of USG and MCEDC employer engagement staff and the READY Institute Director. This position is designed to coordinate the follow-up opportunities highlighted in the Summit primarily within the employer community.
    - Serve as the key contact for the Summit logistics and planning with the organizations and institutions supporting the Summit.
- Russell Schlosburg, Associate Director, Enterprise Business and Data Services, will be supported for 5% to provide technical leadership in the creation of a data warehouse for the READY Institute, including designing, creating, and implementing Smartsheet tools for USG. Tools will also be developed in the ACES pathway sector for this work as well.
- Chris Saxton, Chief Technology Officer, will be supported for 1% to serve as needed to provide programmatic leadership in coordinating OIT staffing and resources to support the data analytics.
- Rose Jackson-Speiser, Manager of USG Institutional Research and Data Analytics, will be supported for 11% to manage the data element identification, collection, organization and key analytics within USG and academic partners.
- An undergraduate student in Information Science at University of Maryland at College Park (USG) will be supported for 50% to serve as a data student support assistant on data input and organization.
- USG will engage consultants to serve the following needs:
    - Technical expert on the development of a robust database system
    - Data analytics expert on the development of a data analytics model to measure impact on the pathways and ACES program.

It is expected that consultants will be from Coleridge Initiative and Infogini, both of which have experience in previous READY grants and experts in their fields.

III.   Use of FY26 Funds

To accomplish the outcomes above, the FY26 funds will be used for staffing outlined above, and summit event costs. USG will be funding the purchase and use of two data sources. These costs are described in the Budget justification.