

# STATE OF MARYLAND

EXECUTIVE DEPARTMENT

**WES MOORE**

GOVERNOR

**ARUNA MILLER**

LT. GOVERNOR



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**SUSAN C. LEE**  
SECRETARY OF STATE

March 29, 2024

Dear Governor Moore,

As Chair of the Governor's Subcabinet for International Affairs, I am pleased to submit to you the enclosed Governor's Subcabinet for International Affairs 2023 Annual Report. This report is the culmination of the coordinated, cross-agency efforts of my Office, the Lieutenant Governor, and the Secretaries of Agriculture, Commerce, Environment, Higher Education, and Transportation.

2023 was a banner year for the Governor's Subcabinet for International Affairs. The Annual Report highlights the work of the Subcabinet in this first year of the Moore-Miller Administration, notably the creation of an International Affairs Strategic Plan and essential coordination and reporting tools developed to ensure the efficacy of the Subcabinet. This work is indeed a testament to our commitment to Governing Through Partnership and Leaving No One Behind as we forge impactful global connections under the Moore-Miller Administration.

Notably in 2023, members of the Subcabinet engaged with 69 countries on every continent except for Antarctica. These engagements ranged from economic development trade missions to sharing of environmental and technological expertise to discussions on uplifting youth voices in emerging global democracies. These exchanges in many cases build upon the long-established Sister State relationships between Maryland and our subnational partners abroad.

As we look ahead to 2024, the Governor's Subcabinet for International Affairs commits to working in partnership to ensure the State of Maryland is a world-class participant and leader in global affairs. With the 2023-2027 Moore-Miller Administration Strategic Plan for International Affairs finalized in September, and progress underway on the six Strategic Goals outlined in the Plan, the Subcabinet is now well-aligned to achieving a unified strategic vision for Maryland's international engagement.

With Warm Regards,

A handwritten signature in cursive script that reads "Susan C. Lee".

Susan C. Lee  
Secretary of State



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# Governor's Subcabinet for International Affairs

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2023 Annual Report to the Governor

Submitted by:  
Susan C. Lee  
Secretary of State

March 2024

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# Introduction

In the dynamic landscape of global relations and interconnected economies, the Governor's Subcabinet for International Affairs stands as a pivotal force in charting the course for Maryland's engagement with the world. As the Subcabinet reflects on the past year, we are proud to present this annual report—a testament to our reinvigorated spirit and commitment to forging impactful global connections under the Moore-Miller Administration.

The hallmark achievement of the work of the Governor's Subcabinet for International Affairs lies in the rejuvenation of the Subcabinet itself. While Executive Order 01.01.2005.24 tasks the Subcabinet with facilitating the development of a coordinated State international strategy due to the Governor by October 1<sup>st</sup> of each year, such a strategy never existed previously. With 2023 being the Moore-Miller Administration's inaugural year, the Subcabinet was reinvigorated with a fresh sense of purpose and vision.

This reinvigorated purpose, guided by the pillars of the Moore-Miller Administration, are enshrined in the *2023-2027 Moore-Miller Administration Strategic Plan for International Affairs* (the "Strategic Plan"), developed in a cross-agency collaborative effort by the members of the Subcabinet this year. The Strategic Plan was submitted to Governor Moore on September 29, 2023 — a milestone that underscores our dedication to elevating Maryland's presence on the global stage through the State's coordinated efforts. The Strategic Plan outlines six Strategic Goals, supported by specific actions each participating agency commits to take throughout the next four years to achieve each goal. This annual report encapsulates the concerted efforts, achievements, and aspirations of the Subcabinet's collective pursuit of these goals, with the aim of fostering meaningful international relationships, driving economic growth, and advocating for our State's interests in a rapidly evolving global landscape.



*Lieutenant Governor Aruna Miller and Secretary of State Susan Lee with participants of the U.S. Department of State's Washington Mandela Fellows program. July 2023.*

# 2023 Membership

## Subcabinet for International Affairs: Participating Members



**Secretary of State (Chair)**  
**Susan C. Lee**

*Staff Working Group Member:*  
*Mary “Mendy” Nitsch*  
*Director of International Affairs*



**Lieutenant Governor**  
**Aruna Miller**

*Staff Working Group Member:*  
*Leah Woody*  
*Special Assistant to the Lt. Governor*



**Department of Agriculture**  
**Secretary Kevin Atticks**

*Staff Working Group Member:*  
*Stone Slade*  
*Director of International Marketing*



**Department of Commerce**  
**Secretary Kevin Anderson**

*Staff Working Group Member:*  
*Jessica Reynolds*  
*Senior Director, Office of International Investment and Trade*



**Department of the Environment  
Secretary Serena McIlwain**

*Staff Working Group Member:  
Rachel Lamb, Ph.D.  
Senior Climate Advisor*



**Maryland Higher Education Commission  
Acting Secretary Sanjay Rai**

*Staff Working Group Member:  
Emily Dow, Ph.D.  
Assistant Secretary for Academic Affairs*



**Department of Transportation  
Secretary Paul Wiedefeld**

*Staff Working Group Member:  
Lyn Farrow  
Director of External Affairs*



*Governor's Subcabinet for International Affairs members Lieutenant Governor Aruna Miller, Secretary of State Susan Lee, Secretary of Transportation Paul Wiedefeld and representatives during the first Subcabinet meeting of the Moore-Miller Administration. May 2023.*

# 2023 Report Highlights

## Strategic Plan Highlights

**Goal #1** of the Strategic Plan is to “Maximize the Subcabinet for International Affairs to Increase Cross-Agency Collaboration and Promote the Policies of the Moore-Miller Administration Across the Globe.” The Subcabinet met quarterly in 2023. During each of these quarterly meetings, high participation was achieved by each Subcabinet member, resulting in productive discussions where a diversity of perspectives led to clear, actionable deliverables. These deliverables included the Strategic Plan, a reporting tool to monitor progress on the Strategic Goals outlined in the Strategic Plan (Monthly Strategic Plan Progress Reports), and a communication tool to support cross-agency communication (International Engagement Notification Form). Additionally, each participating Agency appointed a staff member to serve as a representative and liaison to the Subcabinet Staff Working Group, which is chaired and guided by the Director of International Affairs for the Secretary of State's Office. The Subcabinet Staff Working Group met monthly in 2023, where the duties associated with the Subcabinet for International Affairs were performed between Subcabinet meetings.

With progress of Goal #1 of the Strategic Plan being well underway as of the last quarter of 2023, members of the Subcabinet focused their efforts on achieving **Goals #2-6** in a collaborative, cross-agency approach where possible. Key collaborative engagements between members of the Subcabinet in 2023 included:

1. Creating the *2023-2027 Moore-Miller Administration Strategic Plan for International Affairs* with robust input from all members of the Subcabinet.

2. Coordination between the Governor’s Office, Office of the Secretary of State, Lieutenant Governor, Department of Commerce, Maryland Higher Education Commission, and the Military Department to sign a Memorandum of Understanding (MOU) on bilateral collaboration and cooperation between Maryland and Sister State Gyeongnam Province, South Korea in the areas of the aerospace industry and space technology and space science. Governor Moore and Governor Park signed this groundbreaking MOU on October 5, 2023. Gyeongnam Province



*Governor Wes Moore and Governor Wan Soo Park sign an MOU to expand the Maryland-Gyeongnam Sister State relationship to include the areas of aerospace and space science. October 2023.*

has since invited Governor Moore to visit, and the Province leaders plan to lead a trade delegation to Maryland in 2024.

3. Ongoing collaboration between the Department of Commerce and the Office of the Secretary of State took place throughout the year with the main focus of assisting Maryland's Sister States with connecting to the State's business expansion and relocation programs. This collaboration included both agencies participating in meetings with Hauts-de-France (France), Kanagawa (Japan), Gyeongnam (South Korea), and the Republic of Turkiye during the respective delegation visits to Maryland. The Department of Commerce and



*The Hauts-de-France Sister State delegation led by Vice President François Decoster with Lieutenant Governor Aruna Miller, Secretary of State Susan Lee and team, and representatives from the Department of Commerce and the Office of the Governor. August 2023.*

Office of the Secretary of State also collaborated on engaging Taiwanese businesses during Secretary Lee's September 2023 visit to Taiwan with the National Association of Secretaries of State for the purpose of increasing trade and investment between Taiwan and Maryland.

4. The Office of the Secretary of State along with the Department of Agriculture, Department of the Environment, and the University of Maryland Eastern Shore hosted a delegation from the state of Rio de Janeiro, Brazil to discuss Rio's massive clean water and sanitation environmental projects.
5. The Maryland Higher Education Commission worked closely with the Office of the Secretary of State to develop strategies using existing relationships to increase student exchange between Maryland and overseas institutions. The two agencies engaged with France, South Korea, Japan, Estonia, China, South Africa, and Aruba among others.



*Secretary of the Maryland Higher Education Commission Sanjay Rai with Sister State Anhui Province Vice Governor Sun at the Maryland-Anhui Education and Tourism Summit. December 2023.*

6. The Department of Agriculture partnered with the Department of the Environment on a trade mission to El Salvador, with those two agencies along with the Office of the Secretary of State later in the year participating in an International Agriculture & Environment conference hosted in Maryland with a focus on El Salvador.



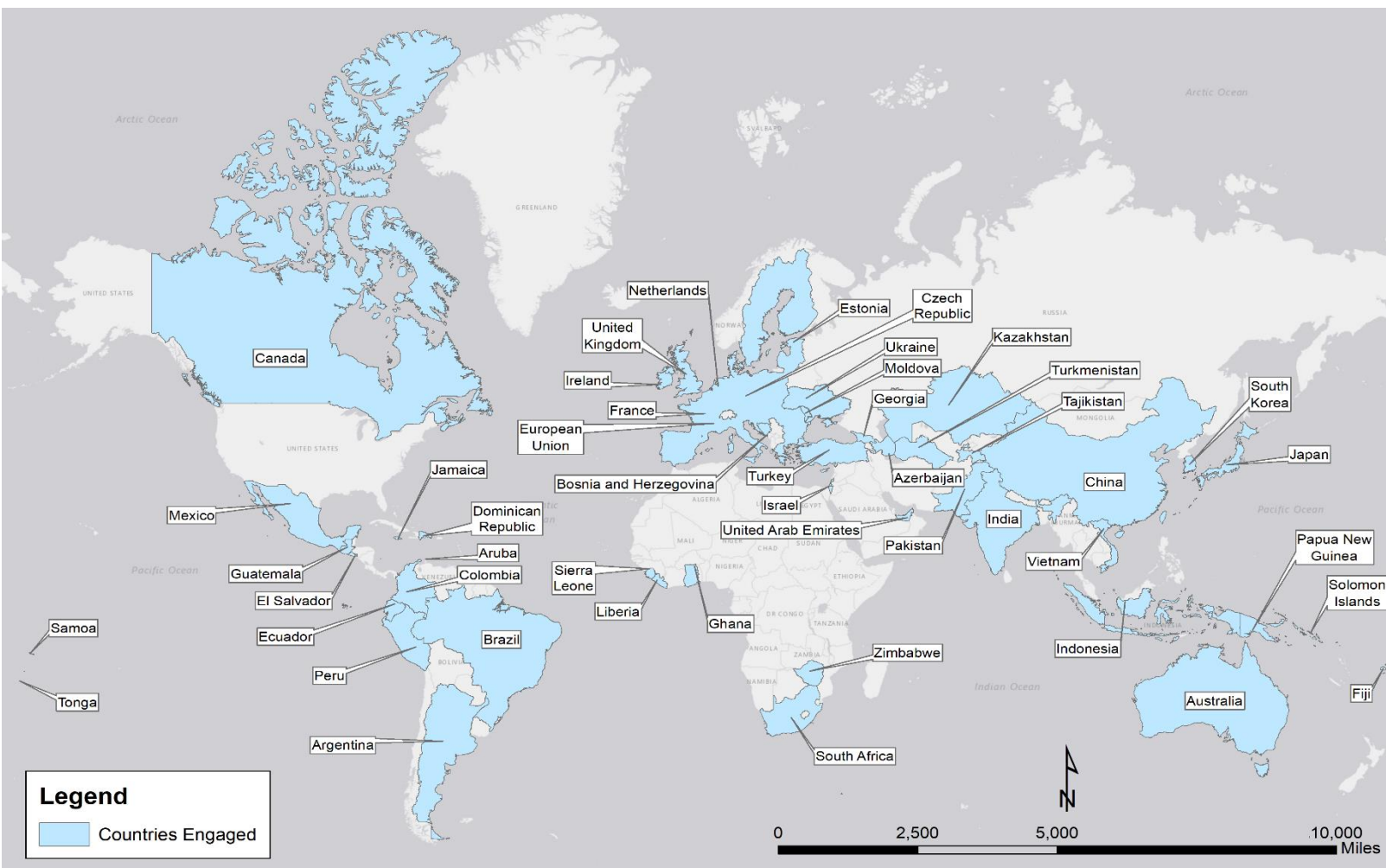
7. The Department of Agriculture participated in meetings with the Office of the Secretary of State to leverage Sister State relationships to expand the international reach of the Maryland Horse Industry, managed by the Department of Agriculture. This engagement included an introductory meeting between MDA, the Maryland Horse Industry Board, OSOS, and Sister States Committee members, a meeting with the Hauts-de-France delegation to discuss progress on the MD-HdF MOU on the Horse Industry along with follow up discussions, and participating in Embassy Night of the Washington International Horse Show.



*Canadian Ambassador Kirsten Hillman and officials representing the Maryland Office of the Secretary of State, the Maryland-Anhui Sister State Committee, and Department of Agriculture's Horse Industry Board at Embassy Night at the Washington International Horse Show at the Prince George's Equestrian Center & Show Place Arena. October 2023.*

## Key Areas Engaged

As depicted in the map below, members of the Subcabinet engaged with representatives of 69 countries in 2023. The countries shaded in blue are countries or regions with which a Subcabinet agency engaged in 2023.



*Credit K. Makchrzak, MDE*

- **Office of the Secretary of State**
  - Africa: Ghana, Liberia, Sierra Leone, South Africa, Zimbabwe
  - Asia: China, India, Indonesia, Japan, Pakistan, South Korea, Taiwan, Vietnam
  - Europe: European Union, Bosnia & Herzegovina, Czech Republic, Estonia, France, Ireland, Moldova, Türkiye, Ukraine
  - Middle East: Israel
  - North & South Americas: Argentina, Aruba, Brazil, Dominican Republic, Ecuador, El Salvador, Guatemala, Jamaica, Mexico, Peru, Trinidad and Tobago
  
- **Lieutenant Governor's Office**
  - Asia: China, South Korea, Vietnam
  - Europe: France
  - North & South Americas: Brazil, Canada, Trinidad and Tobago
  
- **Department of Agriculture**
  - Asia: China
  - Europe: European Union, United Kingdom
  - North & South Americas: El Salvador, Guatemala
  
- **Department of Commerce**
  - Asia: Australia, China, Japan, South Korea, Taiwan
  - Europe: France, Germany, United Kingdom
  - Middle East: United Arab Emirates
  - North & South Americas: Colombia
  
- **Department of the Environment**
  - Asia: Taiwan
  - Europe: The Netherlands
  - Middle East: United Arab Emirates
  - North & South Americas: Brazil, El Salvador
  
- **Department of Transportation**
  - Asia: Azerbaijan, Georgia, Japan, Kazakhstan, Turkmenistan
  - Europe: Ukraine
  - North & South Americas: Jamaica
  - Pacific Islands: Fiji, Papua New Guinea, Solomon Islands, Samoa, and Tonga
  
- **Maryland Higher Education Commission**
  - Asia: China
  - Europe: France
  - North & South Americas: Canada

# 2023 Strategic Goal Progress

The 2023-2027 Moore-Miller Administration Strategic Plan for International Affairs identified six Strategic Goals that the Subcabinet will undertake to advance the interests of Maryland abroad. While the Strategic Plan was delivered in September, all international activities undertaken by Subcabinet agencies throughout 2023 are organized by Strategic Goal as outlined in the tables below.

## Agency Actions to Achieve Goal 2:

### **Strengthen Maryland's Economy by Supporting the Transportation Sector, Private Sector Investment in Strategic Industries, Inbound and Outbound Trade, and Access to New Markets Internationally**

Secretary of State

1. Coordinated with the Governor's Office, the Lieutenant Governor, Department of Commerce, MHEC, and the MD Military to execute a MOU with Sister State Gyeongnam (South Korea) to expand areas of cooperation to include the aerospace sector. The National Assembly passed legislation in January 2024 to authorize the creation of a South Korean space agency (KASA), and it has been announced that the headquarters will be located in Gyeongnam. Governor Moore has been invited to participate in the opening ceremony of KASA in summer 2024, and Gyeongnam expects to lead a trade mission to Maryland in 2024.

2. Initiating the Administration's relationship with the region of Hauts-de-France (HdF), Maryland's Sister State in France, by hosting regional Vice President Francois Decoster and delegation, August 28-30. Among others, the Vice President met with Lt. Governor Miller, Secretary of State Susan Lee, and Secretary Kevin Anderson. The partnership is already active in many sectors including education, the horse



*Secretary of State Susan Lee, Director of Maryland Sports Terry Hasseltine, Assistant Chief of Staff Andy Parker, Secretary to the Cabinet Shelby Friedman, and other Maryland officials discussing areas of mutual exchange and cooperation with Vice President François Decoster and other government, education and business leaders of Sister State Hauts-de-France. August 2023.*

industry, and cybersecurity. This successful first meeting between the regions' deputy governors will go a long way in unleashing the potential of the partnership.

3. Secretary Lee traveled to Taiwan in September under the auspices of the National Association of Secretaries of State and met with Taiwanese government and business leaders. She held meetings with Taiwanese companies, mainly in the biohealth sector, which are considering establishing a presence in Maryland; she invited a representative from MD Commerce's Taiwan office to participate in the meetings and assist with follow-up. Following the Secretary's visit, in December, the Secretary and her team attended a meeting with the acting Representative (Ambassador-equivalent) of the Taipei Economic and Cultural Representative Office (TECRO) and his team.



*Secretary of State Susan Lee with other U.S. Secretaries of State visit an aerospace company in Taiwan. September 2023.*

4. Met with a delegation of businesses which participated in the Washington International Forum on Innovation and Cooperation; provided them with information on Commerce's Global Gateway program and will make introductions to Commerce's OIIT if there is interest.

5. Met with officials of Izmir Province (Türkiye) which is interested in creating a Sister State relationship with Maryland to coordinate international investment and exchanges in the fields of cyber security, information technology, life sciences, higher education, health care, tourism, and sports diplomacy. In November, Secretary Lee visited Izmir, Türkiye, where she met with local and regional officials to discuss the development of an economic and trade relationship between Izmir and Maryland. There were also discussions of higher



*Secretary of State Susan Lee with officials of Izmir Province, Republic of Türkiye. October 2023.*

	<p>education exchanges, sports diplomacy, and tourism. Following the Secretary’s trip, there were further discussions at a lunch meeting with Türkiye’s Economic Counselor and at a dinner celebrating the 100th Anniversary of the Republic of Türkiye in December.</p> <p>6. Met with Aruba’s Minister of Education and Sports and its Ambassador (Kingdom of the Netherlands) to discuss their interest to expand upon the existing Sister States MOU to learn from our Green Port technologies, expand exchange with the Port of Baltimore, and engage in sports diplomacy.</p>
<p>Lieutenant Governor</p>	<ol style="list-style-type: none"> <li>1. Identify the needs for strengthening the transportation infrastructure system internationally and domestically.</li> <li>2. See Secretary of State Item 1 &amp; Item 2 above.</li> </ol>
<p>Department of Agriculture</p>	<ol style="list-style-type: none"> <li>1. Trade Mission to El Salvador and Guatemala: Department of Agriculture Secretary Kevin Atticks and Deputy Secretary Steve Connelly participated in an outbound trade mission to Guatemala through the Southern US Trade Association (SUSTA) in August. This mission included a USDA Agricultural Trade Office market briefing, retail tours, and one-on-one meetings with wholesale buyers. Through these meetings, MDA identified a potential buyer for Maryland butter. This buyer has since connected with the Maryland Virginia Milk Producers Cooperative, which has a butter and milk powder plant in Laurel, MD.</li> </ol> <div data-bbox="1036 821 1500 1220" data-label="Image"> </div> <div data-bbox="1040 1230 1495 1314" data-label="Caption"> <p><i>Department of Agriculture Secretary Kevin Atticks and Deputy Secretary Steve Connelly in El Salvador. August 2023.</i></p> </div>

2. Trade Mission to China and Hong Kong: In August, MDA’s Director of International Marketing led a trade mission of companies from southern US states, including Maryland, to China and Hong Kong through the Southern US Trade Association (SUSTA). The US delegation visited three cities in China: Shanghai, Chongqing, Shenzhen, Hong Kong, and Macau. The companies participated in retail tours and sales opportunities in each city through one-on-one meetings with pre-qualified wholesale buyers. In total, the companies met with 112 regional buyers. In addition, participants had the chance to meet with the regional USDA ATO offices, who offered valuable insights into exporting to China and Hong Kong. MDA identified business opportunities for Maryland meat and seafood producers through this trade mission.



*Department of Agriculture Director of International Marketing Stone Slade at the SUSTA Conference in China. August 2023.*

3. National Ayrshire Convention: MDA partnered with the US Ayrshire Breeder’s Association to host three international buyers for the National Ayrshire Convention in Frederick, Maryland. Funding for this event was partly provided by the US Livestock Genetics Export, Inc. This activity was divided into two phases: Phase 1 was the national Ayrshire Convention, and Phase 2 included farm tours. Sales of Ayrshire embryos are anticipated.
4. Dairy World Expo: Attended Dairy World Expo in October to support our dairy farmers in their export opportunities, specifically dairy genetics.

Department of Commerce

1. Launch of the Global Gateway Soft Landing Program, an innovative new program to attract foreign companies to Maryland.
2. Commerce was awarded a STEP 10 award from the SBA in the amount of \$600,000 to support over 100 small exporters across the State to market their products abroad through grants and trade shows.

3. Reopened applications for the Global Gateway Program, and announced results from the previous year; attended BioJapan in Yokohama as well as participated in a second week of activities and meetings focused on attracting investment from Japan.
4. Continued to market the State with an international marketing outreach campaign, and the Global Gateway Program. Commerce attended 4 trade shows this fall to both promote Maryland internationally and support exporters to increase trade. The sectors supported through these shows were: biotech, naval/maritime, medical device, and defense. In the food sector, the Maryland Innovation Lab launched applications to bring in new ideas to address challenges highlighted by local industry.



*Department of Commerce Assistant Secretary Heather Gramm signs an MOU with the Japan Institute for Overseas Investment (JOI) to support Maryland's Global Gateway Program and attract foreign investment into Maryland. October 2023.*

Department of the Environment	<ol style="list-style-type: none"> <li>1. The agency met with leadership from RPM Eco (<a href="https://rpm.eco/en/">https://rpm.eco/en/</a>) to discuss opportunities for their integrative waste management company to come to Maryland; facilitated discussions between company leadership and members of the Maryland General Assembly.</li> <li>2. Met with representatives of TECRO (the Taipei Economic and Cultural Representative Office in the U.S.) to discuss Maryland’s leadership on recycling.</li> </ol>
Maryland Higher Education Commission	N/A
Department of Transportation	<ol style="list-style-type: none"> <li>1. MDOT and Maryland Port Administration (MPA) hosted several international delegations including representatives from the Czech Republic, port executives from five Pacific Islands, the Ukraine and hosted the Kobe-Osaka International Port Corporation (Japan).</li> <li>2. The MPA and Ports America Chesapeake jointly hosted delegations from the Pacific Islands of Fiji, Tonga, Solomon Islands, Samoa, and Papua New Guinea to discuss electrification of terminal operations.</li> </ol>



3. The MPA and Ports America Chesapeake jointly hosted embassy staff from Georgia, Azerbaijan, Kazakhstan, and Turkmenistan to discuss the Port's globally recognized Dredged Material Management Program, and the Innovative Reuse of dredged material.
4. The MPA hosted the Port Authority of Jamaica to discuss collaboration opportunities and sharing of best practices for electrification, services, and fees. MPA will sign a sister port agreement with the authority at a later date.
5. The MPA and Ports America Chesapeake jointly hosted a delegation from Ukraine to discuss seaport security and port development for agricultural commodities.
6. The Maryland Aviation Administration (MAA) attended the premier global annual air service development conference, where we met with 10 international airlines to discuss potential new international air service and to discuss existing international service.



*The Maryland Port Authority hosts leaders from the Port Authority of Jamaica. A Sister Port agreement between Maryland and Jamaica is expected in 2024. June 2023.*



*Governor Wes Moore, Lieutenant Governor Aruna Miller, and Secretary of State Susan Lee meet with Governor Wan Soo Park and team of Gyeongnam, South Korea to finalize the MOU expanding the Maryland-Gyeongnam Sister State relationship to include mutual collaboration in the aerospace sector and space science. September 2023.*

Agency Actions to Achieve Goal 3:

**Establish Maryland as the Acknowledged Leader and Epicenter of Life Sciences, Bluetech and Greentech, Cybersecurity, Emerging Technologies, Quantum Computing, Artificial Intelligence, and Innovation**

Secretary of State	<ol style="list-style-type: none"> <li>1. At the request of the Embassy of Japan, introduced Embassy staff and Japanese attendees of the MD Lifesciences Bio Innovation Conference to MD Commerce staff</li> <li>2. See Secretary of State Goal 2 above.</li> <li>3. See Secretary of State items 2 and 3 in Goal 4 below.</li> </ol>
Lieutenant Governor	<ol style="list-style-type: none"> <li>1. Visited the Q-Lab at the University of Maryland College Park to determine how quantum computing has become the hub for the state of Maryland, and how quantum computing can be inclusive for people of color and women in STEM.</li> <li>2. Recognized the importance of AI development and met with countless AI leaders and businesses to develop policies and practices that would better reflect a regulated AI market and prevent the misuse of false information.</li> </ol>
Department of Agriculture	<ol style="list-style-type: none"> <li>1. MDA partnered with the US Ayrshire Breeder’s Association to host three international buyers for the National Ayrshire Convention in Frederick, Maryland. In addition, MDA has initiated discussions to feature a Maryland livestock genetics center of excellence that will showcase our producers' top-tier genetics to the world.</li> <li>2. MDA has continued to meet with international investors in an attempt to attract bio/agritech production facilities to Maryland.</li> </ol>
Department of Commerce	<ol style="list-style-type: none"> <li>1. SelectUSA Summit and Spin-Off Event. Commerce coordinated the State presence at this premier foreign investment summit for the US, including participation from four counties and a familiarization tour for dozens of prospective investors.</li> </ol>



*Lieutenant Governor Aruna Miller speaking at the grand opening ceremony of Qlab at the University of Maryland, College Park. September 2023.*

	2. See Department of Commerce Goal 2 above.
Department of the Environment	At the international UN Climate Change Conference COP28 meeting (more under goal 4), the State highlighted its leadership on tree planting and the advanced science developed in partnership with University of Maryland to support tracking and analysis relative to the State’s climate change goals and to advance innovation in the voluntary carbon market.
Maryland Higher Education Commission	N/A
Department of Transportation	N/A



*Secretary of State Susan Lee and team with delegates of the European Union representing France, Belgium, Germany, Italy, Czech Republic, Spain, Austria, Denmark, Luxembourg, and Greece. June 2023.*

Agency Actions to Achieve Goal 4:

**Lead the Nation in Combating Climate Change, Addressing Damage to the Environment, and Supporting Climate Change-Resilient Communities with a Whole-of-Government Approach.**

Secretary of State	<ol style="list-style-type: none"><li>1. Met with esteemed Dr. Masayuki Komatsu of Japan and other experts from Japan and Maryland to discuss how best to remediate extensive soil contamination from natural disasters that have affected Japan, as Maryland is seriously engaged in assisting Japan with these efforts; some months later Japan's new Economic Counselor Nagaoka pursued this subject in a meeting with Secretary of State Susan Lee.</li><li>2. Met with the Vice President of Ecuador and Ambassador of Ecuador to the U.S. to strategize on how best to address the environmental and human harms caused by massive landslides in Ecuador.</li><li>3. Held a meeting with members of the Cheongju City Council (South Korea) to discuss how Annapolis has handled floods and natural disaster preparedness.</li><li>4. Met with Ambassador Javier Bu Soto of Honduras and his team; discussed Honduras' challenges with pollution and climate change; Embassy of Honduras is interested in connecting with Dept of Agriculture and Dept of Environment to explore solutions to these challenges.</li><li>5. Provided remarks at the Maryland International Agriculture and Environment Conference.</li><li>6. Provided MDE with background and points of contact for the state of Rio de Janeiro Sister State partnership, which has an important environmental component, while MDE participated at the UN Climate Change Conference COP28 in Dubai. MDE wanted to connect with Rio while in Dubai, as the 2025 COP30 will be in Brazil.</li></ol>
Lieutenant Governor	<ol style="list-style-type: none"><li>1. Governor Moore and Lt. Governor Miller introduced and passed a bill that will make Maryland's climate change goals equal to zero emissions by 2035.</li><li>2. Cross-agency communication with MDE Secretary McIlwain to select policies and practices to make Maryland cleaner and accessible to clean energy regardless of socioeconomic income.</li></ol>
Department of Agriculture	Hosted a delegation from Shaanxi Province in China to discuss agriculture production in relation to the environment and the Chesapeake Bay.

<p>Department of Commerce</p>	<p>N/A</p>
<p>Department of the Environment</p>	<ol style="list-style-type: none"> <li data-bbox="391 359 1555 604"> <p>1. During Climate Week in New York City, Secretary McIlwain announced that Maryland joined two global climate coalitions; including the Under2 Coalition, the largest network of subnational governments committed to reaching net zero emissions by 2050 and the Accelerating to Zero (A2Z) Coalition, which is comprised of global entities who have pledged that all sales of new cars and vans be zero emission by 2040, and by 2035 in leading markets.</p> </li> <li data-bbox="391 642 867 1308"> <p>2. The Secretary represented the Moore-Miller Administration at the 28th Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (COP28), from Nov. 30 to Dec. 7 in Dubai, UAE. Participating in COP 28 provided a unique opportunity for the State of Maryland (USA) to highlight the Administration’s international leadership on climate action and to dialogue with and learn from global leaders working to tackle the climate crisis through innovative policy, programs, and financing.</p> </li> </ol> <div data-bbox="894 642 1479 1142" data-label="Image"> </div> <p data-bbox="894 1152 1479 1236"> <i>Secretary of Environment Serena McIlwain discussing climate solutions with global leaders at COP28 in Dubai. December 2023.</i> </p>

3. In August, Secretary McIlwain joined MDA Secretary Atticks on a delegation trip to El Salvador. The Secretary met with senior government officials, nonprofit organizations, and small business owners to support adoption of sustainable agriculture, forest conservation, and land practices that promote clean water and air and help us tackle climate change. The Departments also identified opportunities for partnership that could include the hundreds of thousands of Salvadorans in Maryland (the diaspora) and advance Governor Moore’s commitment to building a new green economy that leaves no one behind. The Secretaries also extended an invitation for government officials to come to Maryland to learn more about how MDE and MDA are working together to advance economic growth and environmental protection.



*Secretary of Environment Serena McIlwain with Secretary of Agriculture Kevin Atticks during a joint trade delegation to El Salvador. August 2023.*

<p>Maryland Higher Education Commission</p>	<p>Secretary Rai sees the potential of sharing information and research to create a network that can share ideas on critical issues impacting our global communities, such as climate change. This was a topic of conversation between US and Canadian universities during a November outreach effort between the Maryland Higher Education Commission and Dalhousie University, a research-intensive postsecondary institution offering over 190 degrees at 13 diverse faculties. The discussions included a Canada-Maryland research collaboration with Dalhousie’s VP of Global Relations. While in the early stages of collaboration, additional meetings are being included on the 2024 calendar, in an effort to keep the Dalhousie connection moving forward.</p>
<p>Department of Transportation</p>	<p>N/A</p>

Agency Actions to Achieve Goal 5:

**Support Educational Exchange Opportunities for Students from Foreign Countries and Students from Maryland and Expand Access for International Opportunities for Students in Underrepresented Communities**

<p>Secretary of State</p>	<ol style="list-style-type: none"> <li>1. Met with officials of the Embassy of the PRC’s Education Department to learn about study abroad opportunities for US students in China, including free tuition and stipend programs. Follow up to include introductions of embassy staff to the Maryland Higher Education Commission, the Maryland International Education Consortium, and the Maryland State Department of Education.</li> <li>2. Met with Aruba’s Minister of Education and Sports and its Ambassador (Kingdom of the Netherlands) to discuss opportunities for student exchange; Aruba faces a brain-drain issue when residents study in the Netherlands and stay - they want to increase study in the USA as it is attractive, but students are more likely to return to Aruba due to visa/ work requirements.</li> <li>3. Reviving the Rio de Janeiro Sister State partnership with the visit of the State of Rio de Janeiro delegation led by Vice Governor Pampolha on March 20th. Vice Governor Pampolha met with his counterpart, Lt. Governor Miller, Secretary of State Susan Lee, and Secretary of the Environment Selena McIlwain. The University of Maryland Center for Environmental Science (UMCES) regularly engages with the Rio de Janeiro government in studies related to the regions' respective bays, Chesapeake and Guanabara.</li> <li>4. Hosted a delegation including higher education representatives from Anhui Province, Maryland’s Sister State in China.</li> </ol>
<p>Lieutenant Governor</p>	<ol style="list-style-type: none"> <li>1. Worked with the U.S. Secretary of State’s office to host women entrepreneurs from over 10 different countries.</li> <li>2. Worked with Secretary Monterio to create a service year option that focuses on recent graduates having the ability to serve for the state of Maryland.</li> </ol>



*Lieutenant Governor Aruna Miller, Secretary of State Susan Lee and team meet with the State of Rio de Janeiro delegation led by Vice Governor Pampolha. March 2023.*

Department of Agriculture	The Maryland Horse Industry Board, in cooperation with members of the non-profit Sister States of Maryland, Inc. and MDA, is working on an equestrian educational exchange program with representatives of the Irish equine industry and horse council officials in Hauts de France, Maryland's Sister State in France. The first exchange is anticipated to take place in June of 2024.
Department of Commerce	N/A
Department of the Environment	The agency is currently hosting a state science policy fellow and climate corps member. We look forward to working with our university and agency partners to expand access to diverse students.
Maryland Higher Education Commission	<ol style="list-style-type: none"> <li>1. Maryland’s Higher Education Assistant Secretary of Academic Affairs Emily Dow and Secretary of State Susan Lee both offered opening remarks at the Maryland International Education Consortium (MIEC) Study Maryland Reception in Washington DC in May of 2023. Highlighting Maryland’s strong academic ecosystem and its numerous contributions to the global higher education community, the evening’s conversation centered on collaboration between our State’s higher education institutions and the numerous stakeholders that support the MIEC. This event helped further the networking opportunities and foster new partnerships moving forward.</li> <li>2. Maryland Higher Education Acting Secretary Dr. Sanjay Rai joined members of the Higher Education Forum with Anhui Province, China in December to discuss postsecondary international initiatives. Vice-Governor (Mr.) SUN Yong of Anhui Province, China, led a delegation including nine higher education officials, which met on the campus of University of Maryland College Park. During Dr. Rai’s remarks, he emphasized that the Moore-Miller administration is focused on equity in higher education and strengthening economic competitiveness for all Marylanders with an exclusive mission to expand opportunities for everyone.</li> </ol>
Department of Transportation	N/A



Agency Actions to Achieve Goal 6:

**Promote and Support the International Efforts of Maryland's Agricultural and Seafood Sectors**

<p>Secretary of State</p>	<ol style="list-style-type: none"> <li>1. Following up with the Embassy of Vietnam on its request to learn more about the MD horse industry (coordinating with MDA).</li> <li>2. Coordinated with MDA's Maryland Horse Industry Board's International Liaison to invite ambassadors and other officials to attend Embassy Night at the Washington International Horse Show. Ambassadors of Canada, Vietnam and Estonia attended, as well as the DCM of the PRC, the Economic Counselor of the Embassy of Japan, the Culture Minister of the European Union, and others.</li> <li>3. Supported MDA's efforts to expand Maryland agricultural interests by providing briefings in advance of two foreign visits.</li> </ol> <div data-bbox="917 573 1550 955" data-label="Image"> </div> <div data-bbox="941 961 1534 1102" data-label="Caption"> <p style="text-align: center;"><i>Diplomatic attendees of Embassy Night at the Washington International Horse Show receive a behind-the-scenes tour of the international equestrian competition hosted in Prince George's County. October 2023.</i></p> </div>
<p>Lieutenant Governor</p>	<p>Attended the Governor's Buy Local annual cookout to celebrate the partnership between the farmers and consumers.</p>
<p>Department of Agriculture</p>	<ol style="list-style-type: none"> <li>1. MDA Secretary Kevin Atticks and Deputy Secretary Steve Connelly participated in the Maryland International Agriculture Environment Conference (MDINTAG) in El Salvador. This mission aimed to discuss international partnerships tackling food insecurity and sustainable agriculture. Meetings were held with government officials, agricultural business owners, aid agencies, and energy and agricultural infrastructure representatives. MDA will again participate in the 2nd Annual Maryland International Agriculture Environment Conference in Annapolis in October 2024.</li> <li>2. Participated in the Maryland Horse Industry Board's Embassy Night at the Washington International Horse Show. Ambassadors of Canada, Vietnam and</li> </ol>

	<p>Estonia attended, as well as the DCM of the PRC, the Economic Counselor of the Embassy of Japan, the Culture Minister of the European Union, and others.</p> <ol style="list-style-type: none"> <li>3. Hosted the delegation from Shaanxi Province, China, and discussed the production of grain and soybeans, yields, and government incentives towards grain production as opposed to higher value crops like fruits and vegetables.</li> <li>4. Hosted a delegation of veterinarians from Colombia to discuss the poultry industry in Maryland, biosecurity, and HPAI surveillance, prevention, and response.</li> </ol>
Department of Commerce	The Maryland Innovation Lab, noted above under Goal 2.
Department of the Environment	<ol style="list-style-type: none"> <li>1. Secretary McIlwain and senior leadership from MDE have met with foreign officials interested in Maryland’s investments in the Chesapeake Bay, including coastal infrastructure that improves climate adaptation and resilience. For example, the Secretary met with a delegation from Rio de Janeiro State, Brazil in March to discuss wastewater permitting and the role of creative financing solutions to scale investments in water infrastructure. The Deputy Secretary has also maintained a relationship with the Netherlands Water Partnership to share lessons learned on climate resilient water projects, especially through their existing sister city relationship with Annapolis.</li> <li>2. The agency partnered with MDA on a diplomatic trip to El Salvador to share more about Maryland’s leadership on climate change and adoption of agricultural best management practices for improved water quality. MDE also learned more about Salvadorian experiences on these topics. The agency also participated in the Maryland International Agriculture and Environment Conference, which included inviting Salvadorian officials to come to Maryland to see the state’s leadership in action.</li> </ol>
Maryland Higher Education Commission	N/A
Department of Transportation	N/A

# Looking Ahead in 2024

## Major projects for 2024, by Agency:

### **Secretary of State:**

- Deepen ties with our most active Sister States, including those in South Korea, Japan, France, Brazil, China, South Africa, and Estonia
- Evaluate the 20 Sister State partnerships to determine the benefits and challenges of each and determine if there are new partnerships the State should pursue.
- Continue leveraging Sister State relationships to expand the impact of the Moore-Miller Administration.

### **Lieutenant Governor**

- Lt. Governor Miller would like to strengthen Maryland's relationships with Hauts-de-France and El Salvador.
- To bring economic activity and revitalize tourism in Maryland, the Subcabinet for International Affairs should continue active engagement and dialogue with the Sister State of Hauts-de-France. This engagement should occur ahead of the Olympics to see how the region is promoting tourism given its proximity to Paris and engaging with international business partners to stimulate their economy post-Olympics.

### **Department of Agriculture:**

- Develop international markets for Chesapeake Bay blue catfish.
- Increase the number of Maryland food and beverage companies participating in international trade shows and trade missions.
- Utilize SUSTA ATP funds for a strategic beer and spirits promotion.
- Horse Industry:
  - To continue expanding the Irish trade programs and developing similar initiatives with Hauts-de-France horsemen's groups in France.
  - Trade visit to the Millstreet 4 Star Event, Ireland's premier eventing competition, in June to accompany rider Maddy Temkin and to be there to select the Irish rider who will come to Maryland in July for the Loch Moy 4 Star Event.
  - Launch a major marketing campaign funded by a MD Department of Commerce federal grant to encourage more international travelers and equestrian competitors to visit Maryland's many equine attractions.

### **Department of Commerce:**

- Nine Trade Shows funded by STEP 11, SelectUSA Summit and Spin Off in June 2024

- Ongoing roll-out of Global Gateway (Soft Landing Exchange, MD Innovation Lab).

**Department of the Environment:**

- Continue looking for ways to amplify the Governor's climate leadership through international meetings and global exchanges of science, technology, policy frameworks, and financing strategies.

**Maryland Higher Education Commission**

- Identify strategies to increase the numbers of (and eliminate barriers for) international students at Maryland colleges and universities.

**Department of Transportation**

- The Maryland Port Administration (MPA) will plan to meet with a delegation from Aruba to discuss collaboration opportunities in 2024 and a potential sister port agreement.



*Governor Wes Moore and Lieutenant Governor Aruna Miller host Governor Wan Soo Park of Gyeongnam, South Korea to affirm the Maryland-Gyeongnam Sister State relationship and to discuss the expansion of the relationship to include mutual collaboration in the space science and aerospace sector. They are joined by Secretary of State Susan Lee and Secretary of the Maryland Higher Education Consortium Sanjay Rai. September 2023.*

# Continuous Improvement

The Subcabinet for International Affairs is dedicated to making the State of Maryland a world-class participant and leader in global affairs. Members were surveyed for ideas to improve collaboration on international priorities and to identify challenges faced when engaging with international partners. Themes of the feedback for consideration are summarized below.

Opportunities for Subcabinet for International Affairs members to collaborate on international priorities focused mainly on communication channels. Subcabinet members highlighted the importance of meeting regularly to discuss and plan for international activities. This feedback, which was also a theme explored during the quarterly Subcabinet meetings, was addressed by ensuring that the Subcabinet Working Group meets on a monthly basis, and by creating two communication tools. An International Engagement Notification Form was created to inform Subcabinet members of upcoming events with international stakeholders, and to also solicit feedback from agencies on the events. A Strategic Plan Progress reporting tool was also created for members to note their agency's progress towards achieving the Strategic Goals on a monthly basis, to keep fellow members up to date on the work of their agencies, and to provide opportunity for collaborative exchange. The Strategic Plan Progress reporting tool also serves as the basis of the Subcabinet Quarterly Report.

Other opportunities for collaboration between members of the Subcabinet include sharing information of upcoming international market-focused trade shows to encourage participation and partnership from other agencies, utilizing the Subcabinet to establish a standard operating procedure for engaging in MOUs with international partners, and leveraging existing relationships within one agency to benefit other Subcabinet agencies.

Challenges which Subcabinet members face when engaging with international partners include structural problems requiring long-term solutions, and others which are more readily addressed by developing strong communication channels.

A common challenge reported by Subcabinet members is that of funding international engagements, both domestically and abroad. In the context of following international protocol and demonstrating the same level of respect to international visitors as international hosts provide to Maryland representatives when traveling overseas, it was noted that many of Maryland's international counterparts appear to be better resourced, both in staff and finances, and that hosting counterparts in Maryland with the level of protocol and respect that Maryland officials receive overseas is very challenging due to agency funding structures. Demonstrating proper protocol to international dignitaries is key to Maryland being taken seriously as an international player, and obtaining measurable/concrete results in global affairs. Furthermore, many Subcabinet agencies report that their program budgets do not afford international travel.

Another challenge when engaging with international partners reported by Subcabinet members is on information sharing and providing a unified, Administration-wide approach to engagement with international stakeholders. Some members report that it is not always clear if the Administration or other agencies already have formal relationships with a given government, or if there are concerns about engaging with a particular entity for diplomatic reasons. To address this concern and offer clarity to Subcabinet members, the aforementioned International Engagement Notification Form was created to solicit feedback from Subcabinet members. The Office of the Secretary of State, upon receipt of this form or upon request from an Agency, will provide an initial briefing to the requestor on its knowledge of diplomatic and policy considerations, and as Chair of the Subcabinet for International Affairs, will raise the matter with the respective point of contact within the Governor's Office.

## Conclusion

2023 was a banner year for the Governor's Subcabinet for International Affairs. With the *2023-2027 Moore-Miller Administration Strategic Plan for International Affairs* finalized in September, and progress underway on the six Strategic Goals outlined in the Plan, the Subcabinet has been more productive and well-aligned in achieving a unified strategic vision for Maryland's international engagement than ever before. Following the strategic groundwork and structural reforms undertaken by the Subcabinet in 2023, Maryland is well positioned to start 2024 strong. Focused on cross-agency collaboration and communication, the Subcabinet is favorably positioned to harness opportunities to benefit Maryland, navigate challenges, and steer its international engagements towards impactful results which uphold the values of the Moore-Miller Administration.

As we navigate the complex landscape of international affairs, the dedication, collaboration, and forward-thinking approach of the Subcabinet members have been instrumental in laying the groundwork for a promising future for Maryland's international endeavors. With the commitment to these Strategic Goals and the momentum gained in 2023, we are poised for an even more impactful and successful year ahead. Together, we will continue to strive for excellence and serve the best interests of the people of Maryland.

# Selected Moore-Miller Administration Exchanges with International Dignitaries - 2023



*Governor Wes Moore with Jamaican Minister of Industry, Investment and Commerce Aubyn Hill and Ambassador of Jamaica to the United States Audrey Marks. They are joined by Secretary of Commerce Kevin Anderson and Secretary of State Susan Lee to discuss shared goals to benefit Maryland and Jamaica. June 2023.*



*Lieutenant Governor Aruna Miller and Secretary of State Susan Lee meet with Vice President François Decoster of French Sister State Hauts-de-France during his economic and higher education-focused delegation to Maryland. August 2023.*



*Secretary of State Susan Lee and Maryland National Guard Brigadier General Adam Flasch meet with Estonian Defense Minister Hanno Pevkur and Ambassador of Estonia to the United States Kristjan Prikk and their teams committing to build on the foundation of the Maryland-Estonia State Partnership Program, now in its 30<sup>th</sup> year. March 2023.*



*Lieutenant Governor Aruna Miller, Secretary of State Susan Lee, and Special Secretary of the Governor's Office of Small, Minority & Women Business Affairs Martinez meet with current and emerging foreign leaders as part of the U.S. State Department's International Visitors Leadership Program. November 2023.*



*Secretary of State Susan Lee and State Delegate Gabriel Acevero with Ambassador of Sierra Leone to the United States Sidique Abou-Bakarr Wai. March 2023.*



*Lieutenant Governor Aruna Miller and Secretary of Commerce Kevin Anderson with Director of NASA Goddard Space Flight Center Dr. Lystrup and Director of NASA Wallops Flight Facility Dr. Pierce at a reception celebrating Maryland Aerospace Day. February 2024*



*Secretary of State Susan Lee at the Peruvian Independence Day Celebration at the residence of Peruvian Ambassador Gustavo Meza-Cuadra and Mrs. Sandra Balcazar de Meza Cuadra. They are joined by Argentinian Ambassador Jorge Martín Arturo Argüello, Brazilian Ambassador Maria Luiza Viotti, Chilean Ambassador Juan Gabriel Valdés, Guatemalan Ambassador Alfonso Quiñónez, Uruguayan Ambassador Andrés Augusto Durán Hareau. July 2023.*



*Lieutenant Governor Aruna Miller, Secretary of State Susan Lee, and Secretary of the Maryland Higher Education Commission Sanjay Rai meet with Vice Governor Sun of Anhui Province, China and a delegation of tourism, economic, and higher education officials to discuss the longstanding Maryland-Anhui Sister State relationship. December 2023.*





*Secretary of State Susan Lee, State Senator Clarence Lam, and members of the Maryland-Ninh-Thuan Province Sister State Committee meet with Chairman of the National Committee of Vietnam, Duong Thanh Binh. July 2023.*



*Secretary of State Susan Lee meets with Ambassador of Argentina to the United States Jorge Argüello to discuss matters of mutual collaboration. June 2023.*



*Lieutenant Governor Aruna Miller and Secretary of the Environment Serena McIlwain tour the facility of Bioenergy Devco, a global aerobic processor, headquartered in Jessup, Maryland. October 2023.*



*Secretary of State Susan Lee and Ambassador of Ukraine to the United States Oksana Markarova. July 2023.*



*Secretary of State Susan Lee and Ambassador of Argentina to the United States Jorge Argüello at a celebration welcoming Argentinian naval training vessel La Libertad to Maryland at its goodwill docking in Baltimore, Maryland. July 2023.*



*Governor Wes Moore and Secretary of State Susan Lee meet with Ambassador of Mexico to the United States Esteban Moctezuma Barragán and Consul General Rafael E. Laveaga Rendón to strengthen relations between Maryland and Mexico. March 2023.*



*Secretary of State Susan Lee and team, Director of External Affairs for the Department of Transportation Lyn Farrow, and Senior Regional Manager for the Department of Commerce Andrew Kreinik meet with Ambassador of the Czech Republic to the United States Miloslav Stěšek and Minister of Industry and Trade Jozef Sikela. March 2023.*



*Secretary of State Susan Lee and team meet with Dr. Tsuyoshi Yamaguchi, Member of the Japanese House of Representatives and former Minister of the Environment, Yosuke Tsuruho, Member of the Japanese House of Councilors and former Vice Minister for Land, Infrastructure, Transport and Tourism, and professor Dr. Masayuki Komatsu to discuss Nature Based Solutions. May 2023.*



*Secretary of State Susan Lee and Ambassador of France to the United States Laurent Bili celebrate Bastille Day at Residence of the French Ambassador. July 2023.*



*Lieutenant Governor Aruna Miller with Deputy Ambassador of Canada to the United States Arun Alexander. October 2023.*



*Lieutenant Governor Aruna Miller speaks with 16 exchange students from Kazakhstan, Turkmenistan, Uzbekistan, France, Taiwan, South Korea, Azerbaijan, Romania, Bulgaria, Thailand, Armenia, Moldova, and Italy attending high schools in Maryland and Virginia as part of the U.S. State Department's ASSE International Student Exchange Program. March 2023.*



*Secretary of State Susan Lee with Prime Minister of Vietnam Phạm Minh Chính. The United States and Vietnam jointly agreed to elevate their diplomatic relationship in 2023. September 2023.*

# **Appendix:**

Executive Order 2005

Strategic Plan

## EXECUTIVE ORDER 01.01.2005.24

### Governor's Subcabinet for International Affairs (Amends Executive Order 01.01.2001.20)

WHEREAS, Executive Order 01.01.2001.20 created the Governor's Subcabinet for International Affairs within the Office of the Secretary of State to coordinate open communication and collaboration among state agencies regarding international affairs for the State of Maryland;

WHEREAS, The Lieutenant Governor, as an international representative for the State of Maryland, and the Secretary of the Environment, as the representative of an area of world-wide concern, should be designated as members of the Governor's Subcabinet for International Affairs;

WHEREAS, The Maryland Sister States' Program administered through the Subcabinet for International Affairs is an important component of the State's international strategy and access to private funding is necessary to develop relationships within both the public and private sector; and

WHEREAS, The Finance Committee established by the Board of Directors of the Maryland Sister States' program is authorized to accept and disburse funds for the benefit of the Maryland Sister States' Program.

NOW, THEREFORE, I, ROBERT L. EHRlich, JR., GOVERNOR OF THE STATE OF MARYLAND, BY VIRTUE OF THE AUTHORITY VESTED IN ME BY THE CONSTITUTION AND LAWS OF MARYLAND, DO HEREBY AMEND EXECUTIVE ORDER 01.01.2001.20 AND PROCLAIM THE FOLLOWING EXECUTIVE ORDER, EFFECTIVE IMMEDIATELY:

A. There is a Governor's Subcabinet for International Affairs convening on a regular basis for the purpose of developing, evaluating and coordinating a cohesive international strategy in order to enhance the State's competitiveness and stature in the global market place and international arena.

#### B. Membership and Procedures.

(1) The Subcabinet shall consist of:

- (a) The Secretary of State;
- (b) The Secretary of the Department of Business and Economic Development;
- (c) The Secretary of the Department of Agriculture;
- (d) The Secretary of the Department of Transportation; [and]
- (e) The Secretary of Higher Education[.];
- (F) THE SECRETARY OF THE DEPARTMENT OF THE ENVIRONMENT; AND
- (G) THE LIEUTENANT GOVERNOR.

(2) The Subcabinet shall consult with other State departments and agencies as needed and as appropriate.

(3) The Secretary of State shall chair the Subcabinet and shall be responsible for the oversight, direction and accountability of the work of the Subcabinet.

(4) The Governor shall designate a senior administrator in the Executive Branch to be responsible for implementation of this Executive Order and for supervision of assigned staff.

(5) The Office of Intergovernmental and International Relations within the Office of the Secretary of State, the Office of Protocol within the Department of Transportation and the Office of International Business within the Department of Business and Economic Development shall provide

the primary staff support necessary for the completion of the Subcabinet duties. The Governor or Chair may call upon any of the Subcabinet members to provide additional staff assistance as needed.

(6) Appropriate funding for the implementation of this Executive Order shall be apportioned among the existing budgets of affected Executive Branch departments and agencies.

(7) The Subcabinet shall meet at least once every quarter of the year. The staff of the Subcabinet shall meet at least monthly.

(8) The Governor or the Chair may establish subcommittees as needed to carry out the work of the Subcabinet.

#### C. Duties.

(1) The Subcabinet shall have the responsibility to advise the Governor on matters of international affairs, coordinate State international activity and oversee the protocol functions of the State. The Subcabinet shall contribute to the economic development of the State by ensuring that all appropriate State agencies work in a cooperative, coordinated manner in planning, implementing, overseeing and evaluating the foreign affairs of the State.

(2) The Subcabinet shall:

(a) Examine the current structure and organization of Maryland's system pertaining to international affairs to facilitate the development of:

- (i) A coordinated State international strategy;
- (ii) An annual interagency plan for services and functions dealing with the international affairs of the State;
- (iii) A procedure for identifying and assessing foreign developments with a potential for impact on the State;
- (iv) Active participation in activities and exchanges on international matters affecting the State in cooperation with the federal government;
- (v) A consistent and clear international identity of the State by serving as the official liaison between the Governor and foreign governments and international organizations;

(vi) A "global affairs information center" that serves as the first point of contact regarding international political developments impacting the State;

(vii) A Special Governor's Commission on Foreign Affairs comprised of leaders from the academic, business, diplomatic and civic communities to advise the Subcabinet on international affairs and activities; and

(viii) Recommendations for programs and policies, if appropriate, in order to ensure that the needs and goals of the State's international strategy are met and accomplished.

(b) Develop and implement a system for ensuring the adequate conduct of international protocol on behalf of the State of Maryland.

(c) Develop a plan to coordinate and respond to international correspondence and requests.

(d) Develop a consistent, systematic method for the coordination of the State's international cultural, educational and economic development events, trips and activities.

(E) ESTABLISH A FUND TO RECEIVE CONTRIBUTIONS FOR THE BENEFIT OF SISTER-STATE RELATIONSHIPS. THE FUNDS SHALL BE DISBURSED AT THE DIRECTION OF THE SUBCABINET UPON THE DIRECTION OF THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS OF THE MARYLAND SISTER STATE PROGRAM. THE SECRETARY OF STATE AND

HIS STAFF SHALL NOT PARTICIPATE IN THE ADMINISTRATION OF THE FUND.

[(e)] (F) Perform other duties and responsibilities as assigned by the Governor.

D. The Subcabinet shall report to the Governor by October 1 of each year with recommendations to support a coordinated State international strategy.

GIVEN Under My Hand and the Great Seal of the State of Maryland, in the City of Annapolis, this 11th Day of May, 2005.

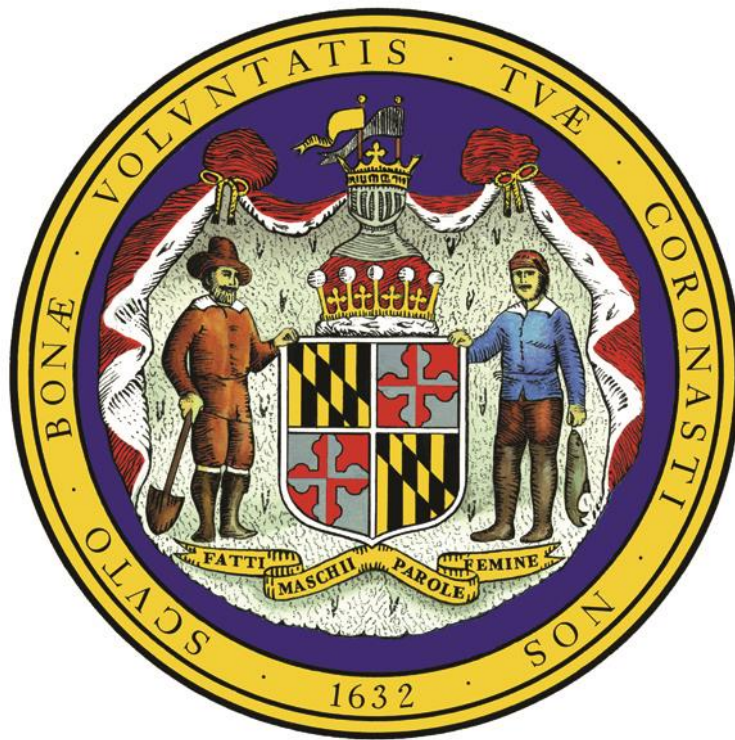
ROBERT L. EHRLICH, JR.  
Governor

ATTEST:

R. KARL AUMANN  
Secretary of State

[05-11-03]

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2023-2027 MOORE-MILLER ADMINISTRATION  
STRATEGIC PLAN FOR INTERNATIONAL AFFAIRS

**PRODUCED BY THE MARYLAND SUBCABINET FOR  
INTERNATIONAL AFFAIRS**

**SEPTEMBER 2023**

## INTRODUCTION

The Maryland Subcabinet for International Affairs (the “Subcabinet”) was established by Executive Order in 2001 and amended in 2005. Chaired by the Maryland Secretary of State, the Subcabinet for International Affairs is composed of the Lieutenant Governor and the Secretaries of Agriculture, Commerce, Environment, Higher Education and Transportation. The Subcabinet brings the State’s most important international engagement under one umbrella to ensure an effective and cohesive global strategy, and facilitates open communication and collaboration among Maryland’s participating state agencies.

By Executive Order, the Maryland Subcabinet for International Affairs is tasked with facilitating the development of a coordinated State international strategy. The Subcabinet’s strategy recommendations are due to the Governor by October 1<sup>st</sup> of each year. As outlined herein, this 2023-2027 Moore-Miller Administration Strategic Plan for International Affairs developed by the Subcabinet for International Affairs is presented to Governor Moore and intends to reflect the values and transformative mission of the Moore-Miller Administration’s State Plan.

## SUBCABINET STRUCTURE

As specified by Executive Order, the Subcabinet for International Affairs meets quarterly. Each participating Department has appointed a staff member to serve as a representative and liaison to the Subcabinet Staff Working Group. The Subcabinet Staff Working Group is chaired and guided by the Director of International Affairs for the Office of the Secretary of State.

The Subcabinet Staff Working Group meets monthly, and the appointed staff member of the respective Department performs the duties associated with the Subcabinet for International Affairs between Subcabinet meetings.

An overview of the participating members of the Subcabinet for International Affairs is illustrated in the following table:



## SUBCABINET FOR INTERNATIONAL AFFAIRS: PARTICIPATING MEMBERS

<i>Member Agency</i>	<i>Subcabinet Member</i>	<i>Staff Working Group Member</i>
Secretary of State (Chair)	Secretary Susan C. Lee	Mary “Mendy” Nitsch, Director of International Affairs
Lieutenant Governor	Lt. Governor Aruna Miller	Leah Woody, Special Assistant to the Lt Governor
Department of Agriculture	Secretary Kevin Atticks	Stone Slade, Director of International Marketing
Department of Commerce	Secretary Kevin Anderson	Jessica Reynolds, Senior Director, Office of International Investment and Trade
Department of the Environment	Secretary Serena McIlwain	Rachel Lamb, Ph.D., Senior Climate Advisor
Maryland Higher Education Commission	Secretary Sanjay Rai	Emily Dow, Ph.D., Assistant Secretary for Academic Affairs
Department of Transportation	Secretary Paul Wiedefeld	Lyn Farrow, Director of External Affairs

## DEVELOPMENT PROCESS

During the first quarter of Fiscal Year 2024, the Subcabinet Staff Working Group and the Office of the Secretary of State prepared a draft of the 2023-2027 Moore-Miller Administration Strategic Plan for International Affairs (the “Strategic Plan”). The proposed Strategic Plan was presented to the Secretary of State and Lieutenant Governor for review and afterwards presented to the Subcabinet for review and acceptance at its quarterly meeting in September. After review and feedback, the Strategic Plan was finalized for submittal to Governor Moore by the deadline of October 1<sup>st</sup>.

The Strategic Plan for International Affairs includes six strategic goals, supported by specific actions each participating agency will take in pursuit of each goal. A table clearly laying out each agency’s supportive actions (“Agency Actions”) is provided under each strategic goal.

This collaborative approach avoids the siloing of individual agency’s goals and actions. Rather, with this collaborative approach each agency advises the ways in which they, under their respective mandates, contribute to the administration’s Strategic Plan for International Affairs. This approach also promotes cross-agency understanding of the respective international contributions of each agency and thus opportunities for

coordination. Additionally, considering current fiscal challenges, the Agency Actions to fulfill the Strategic Goals will not require additional funding, but rather draws on existing assets within the respective agency.

The Strategic Goals and Agency Actions will be reevaluated by the Office of the Secretary of State and the Subcabinet for International Affairs on an as-needed basis, at which time they may be modified.

## STRATEGIC GOALS AND AGENCY ACTIONS

### **Strategic Goal 1. Maximize Subcabinet for International Affairs to Increase Cross-Agency Collaboration and Promote the Policies of the Moore-Miller Administration Across the Globe**

The Subcabinet has identified the shared commitment to achieve high levels of participation by Department Secretaries and the Lieutenant Governor during quarterly Subcabinet meetings and monthly Subcabinet Staff Working Group meetings as Goal #1 of the Strategic Plan. The Subcabinet Staff Working Group is composed of staff from each agency who will collaborate to develop strategies to support one another in achieving these Strategic Goals. By fully utilizing these meetings as a platform for exchange along with interim communication, each participant can quickly inform the other Departments of their international activities and coordination needs. In doing so, the Subcabinet for International Affairs will achieve Objective #1 of the Strategic Plan to utilize this platform to increase cross-agency collaboration, leveraging existing relationships and resources to promote the policies of the Moore-Miller Administration across the globe.

### **Strategic Goal 2. Strengthen Maryland's Economy by Supporting the Transportation Sector, Private Sector Investment in Strategic Industries, Inbound and Outbound Trade, and Access to New Markets Internationally**

#### Agency Actions to Achieve Goal 2

Secretary of State

Provide overview of Maryland's strengths in strategic industries and robust interagency support for new business attraction during all exchanges with diplomats and delegations; utilize strong Sister States relationships as platforms to nurture connections; include representatives of relevant agencies as subject matter experts in delegation meetings where appropriate; hand off points of contact to relevant agencies for follow up

Lieutenant Governor	Use the Lt. Governor's office to promote and engage with diplomats and international economic partners that align with strategic goals
Department of Agriculture	Use trade organizations to connect Maryland's agriculture and seafood producers with foreign buyers through inbound/outbound trade missions and international trade shows.  Encourage and increase the footprint of Maryland-made value-added agricultural products through general support and initiatives.
Department of Commerce	Provide funding and technical assistance to Maryland's exporters to support local jobs & growth; maintain a network of foreign offices around the globe; provide incentives, attraction programs (ex, Global Gateway), and act as ombudsman for foreign prospects and investors; market the state internationally through concerted ad campaigns, international trade shows, and partnerships; provide funding and support to various international business organizations throughout the state; engage with other Maryland institutions that promote investments and trade, such as the World Trade Center Institute
Department of the Environment	Through enabling regulation, support existing and attract new businesses to Maryland with strong environment, social, and governance goals and risk disclosure processes to spur innovation in the green economy and global marketplace.
Maryland Higher Education Commission	Connect colleges and universities with organizations that need specialized talent; support colleges and universities in implementing academic programs to grow needed talent
Department of Transportation	Grow containerized and air cargo imports and exports a to compete with Mid-Atlantic ports and East Coast airports  Create logistical advantages and develop solutions to maximize our customers' international supply chain through the Port of Baltimore and BWI Marshall Airport.  Support MD institutions that promote investments and trade, such as the WTCI, Visit Baltimore, and Global Gateway  Develop enhanced international air passenger and cargo opportunities thru inter-modalism and state-of-the-art technology

**Strategic Goal 3. Establish Maryland as the Acknowledged Leader and Epicenter of Life Sciences, Bluetech and Greentech, Cybersecurity, Emerging Technologies, Quantum Computing, Artificial Intelligence, and Innovation**

Agency Actions to Achieve Goal 3

<p>Secretary of State</p>	<p>Highlight Maryland as the national leader in the development and commercialization of innovative biotechnologies in areas such as diagnostics, vaccine technology, immunotherapy, gene therapy, cybersecurity, artificial intelligence, quantum computing, electric vehicles and emerging technologies. Note that Maryland has within its borders NIH, FDA, NIST, NSA and other governmental and regulatory entities, diverse populations, the largest concentration of scientists, leading higher education institutions, the top schools in the nation, access to mass transit and transportation infrastructure, as well as close proximity to Washington, D.C. and the international community</p> <p>Provide overview of Maryland’s strengths in strategic industries, unique position with federal agencies, and robust interagency support for new business attraction during all exchanges with diplomats and delegations; utilize strong Sister States relationships as platforms to nurture connections; include representatives of relevant agencies as subject matter experts in delegation meetings where appropriate; hand off points of contact to relevant agencies for follow up</p>
<p>Lieutenant Governor</p>	<p>Use the Lt. Governor’s office to establish or continue relationships with the current biotech, quantum computing, etc. industries. A priority within the Lt. Governor’s office is to bring more diversity to STEM. This includes bringing more attention and forming a pipeline for minorities and women to enter the STEM field</p> <p>Partner with the Federal Affairs team to strengthen the relationship between federal agencies who reside in Maryland and the surrounding D.C. metropolitan area. Perform site visits to engage in discussions about how to maximize the participation and partnership between the state and the international economic community</p>

Department of Agriculture	Promote and support the exchange of agricultural technologies and innovations aimed at increasing food production while reducing environmental impacts
Department of Commerce	Maintain an Office of Strategic Industries staffed with experts in target fields in order to support and promote these industries in the State; develop and sponsor the Maryland Innovation Lab; coordinate the State's presence at local, national, and international events focused on these events (ex, BIO, World Quantum Congress, etc); provide funding and technical support to local associations and organizations; apply for and manage grant funding to further develop Maryland's strategic industries; encourage collaboration within industry sectors
Department of the Environment	Support international exchanges of science and technology to promote the state's cutting edge climate solutions and bay restoration strategies, including blue and green infrastructure; ensure Maryland's climate policy design and implementation is based on leading global science and innovation
Maryland Higher Education Commission	Connect colleges and universities with organizations that need specialized talent; support colleges and universities in implementing academic programs to grow needed talent; support colleges and universities in obtaining grant funding to conduct research on evolving technologies and establish patents
Department of Transportation	Improve the quality and efficiency of transportation systems through the use of emerging technology

**Strategic Goal 4. Lead the Nation in Combating Climate Change, Addressing Damage to the Environment, and Supporting Climate Change-Resilient Communities with a Whole-of-Government Approach.**

Agency Actions to Achieve Goal 4	
Secretary of State	Highlight Maryland’s leadership in combating climate change and damage to the environment during exchanges with diplomats and delegations; utilize strong Sister States relationships as platforms to nurture connections; include representatives of relevant agencies as subject matter experts in delegation meetings where appropriate; hand off points of contact to relevant agencies for follow up
Lieutenant Governor	Using the guidance of the Department of Environment to create a guide or model that international businesses will use to help reduce emissions and are more environmentally friendly. Collaborate with the General Assembly to establish law that provides incentives for international companies who use green technologies and help the Moore-Miller Administration’s goal of going clean by 2035
Department of Agriculture	Support Maryland farmers in implementing conservation practices and programs that balance crop and livestock production with the protection of natural resources. MDA offers a variety of educational, financial, and technical assistance programs, as well as regulatory services to help Maryland agriculture thrive while safeguarding the environment. MDA aims to build climate resilience and improve water quality for future generations
Department of Commerce	Work to attract companies and jobs to Maryland in clean and green technologies; support and grow existing industry clusters that promote a clean environment (battery production, offshore wind, etc); market the state globally as a leader in addressing climate change and specific clean technologies

<p>Department of the Environment</p>	<p>Drive and support nation-leading reductions in greenhouse gas (GHG) emissions by 60% from 2006 levels by 2031 and reach net zero emissions by 2045 to combat global climate change; advance climate policies and solutions that build more equitable and resilient Maryland communities</p> <p>Champion Maryland's climate policy leadership internationally, including through globally-relevant climate meetings, to attract additional public and private investment in the state</p>
<p>Maryland Higher Education Commission</p>	<p>Identify academic programs at all levels (undergraduate and graduate) that address climate change issues; Support colleges and universities in expanding existing academic programs that graduate individuals that will address climate change issues</p>
<p>Department of Transportation</p>	<p>Identify and explore solutions to critical global supply chain dependencies and challenges related to fleet electrification, renewable energy deployment, resiliency solutions, and other means for achieving mandated net-zero carbon emissions by 2045</p> <p>Share information about MDOTs Renewable Energy Development Master Services Agreement, and explore and learn from such agreements used by other countries for climate-related assessments (energy audits, fleet assessments, vulnerability assessments).</p>

**Strategic Goal 5. Support Educational Exchange Opportunities for Students from Foreign Countries and Students from Maryland and Expand Access for International Opportunities for Students in Underrepresented Communities**

Agency Actions to Achieve Goal 5

<p>Secretary of State</p>	<p>Use the Sister States Program as a platform to promote Maryland as a destination for international students and scholars, especially through the US Department of Commerce/US Commercial Service Study Maryland Program; and to promote in-person and virtual study abroad, faculty research collaboration, student/faculty exchange, and second language enhancement</p>
<p>Lieutenant Governor</p>	<p>Use the Lt. Governor’s office to develop and partner with public and private higher education institutions to help funnel international students through a pipeline that provides them with a workforce to enter after receiving their education</p> <p>Partnering with the Federal Affairs team to promote programs that already exist and fund students to study abroad. Focus on programs that already exist at higher institutions and scaling it to HBCUs and at other PWIs to make sure a higher percentage of lower income and minority students have the opportunity to study abroad</p> <p>Providing foreign exchange students the opportunity to come to events of their interest with the Lt. Governor’s office</p> <p>Expanding the Governor’s office summer internship to include foreign exchange students</p>
<p>Department of Agriculture</p>	<p>Support programs aiming to connect agriculture and seafood companies as well as relevant state agencies with international students</p>



<p>Department of Commerce</p>	<p>Support sister agency efforts to attract foreign students to Maryland; provide funding and support to the World Trade Center Institute for their programs (ex International Visitor Program, Fellowship programs, etc); provide export support to educational organizations working to attract foreign students</p>
<p>Department of the Environment</p>	<p>Support and host fellows from a range of state-supported programs which provide diverse students opportunities to engage in environmental science and policy, including state science policy fellowships, summer internship programs, Chesapeake and climate corps fellowships, and the Governor's year of service programs</p>
<p>Maryland Higher Education Commission</p>	<p>Work to ensure that international students are identifiable in current data collections; (in collaboration with MLDS) study the long-term trajectory of international students that study at a Maryland college or university; better understand the challenges, and consider solutions, foreign students experience in securing employment post-completion at a Maryland college or university</p> <p>Work to better understand how Maryland colleges and universities leverage study abroad opportunities to expand the depth of specific academic programs (e.g., business programs that require students to travel internationally to understand commerce in a variety of contexts)</p>
<p>Department of Transportation</p>	<p>Work with our partners on the International Subcabinet to develop and or expand evidence-based programs for student exchange</p>

**Strategic Goal 6. Promote and Support the International Efforts of Maryland's Agricultural and Seafood Sectors**

Agency Actions to Achieve Goal 6	
Secretary of State	<p>Highlight Maryland’s agricultural/livestock exports during all exchanges with diplomats and delegations; utilize strong Sister States relationships as platforms to nurture connections; include representatives of relevant agencies as subject matter experts in delegation meetings where appropriate; hand off points of contact to relevant agencies for follow up</p> <p>Guide the formation of the Maryland Horse Industry International Engagement Working Group, with membership including representatives from the Maryland Department of Agriculture, the Maryland Horse Industry Board, and Sister States</p>
Lieutenant Governor	<p>Partner with MDA, DNR, and Commerce to assist with efforts to promote the agricultural and seafood sectors. Traveling when necessary to show that the agricultural and seafood sectors are a high priority in the Moore-Miller Administration</p>
Department of Agriculture	<p>Participate in food and beverage trade shows and trade missions attended by foreign buyers. Additionally, conduct market research through organizations such as the Southern U.S. Trade Association, the National Association of State Departments of Agriculture, and U.S. Livestock Genetics Export Inc. which can provide valuable insights into international markets. Support the efforts of Maryland's food and beverage industries aiming to enter or expand in foreign markets. Collaborate to reduce barriers and strengthen State and local regulatory frameworks to improve and expand capacities and opportunities for producing, processing, and distributing value-added agricultural products. Another area of focus is promoting Maryland's horse industry, particularly in equine trade and tourism worldwide, as well as the livestock genetics industry</p>

Department of Commerce	Support agricultural and food exports through existing export programs which can be in addition to MDA programs; provide expertise and support for agricultural investment attraction; market the state as a leader in agriculture, food processing, and distribution; develop and sponsor the Maryland Innovation Lab which will have sustainable food as its first cohort
Department of the Environment	Support best management agricultural practices that advance the state's water quality and climate change goals; promote international exchanges to champion Maryland's leadership on climate-smart agriculture and enable learning transfer of practices which simultaneously promote environmental protection
Maryland Higher Education Commission	Connect colleges and universities with organizations that need specialized talent; support colleges and universities in implementing academic programs to grow needed talent
Department of Transportation	<p>Attract new cargo types and volumes to the port and airport, particularly those that require special handling</p> <p>Strengthen logistics for international trade; develop new air cargo and shipping trade routes</p> <p>Promote Maryland's horse and livestock genetics industry internationally, focusing on equine and livestock trade and tourism across the globe</p>

## SHOWCASING MARYLAND'S GLOBAL ASSETS

The Office of the Secretary of State along with the Subcabinet for International Affairs will host a one-day international business conference. The objective of the conference is to showcase Maryland's assets and promote the state as a trade and investment partner to public and private entities. Details for this conference will be developed by members of the Subcabinet and its Staff Working Group.

## CONCLUSION

The Strategic Plan for International Affairs stands as a testament to the commitment of the members of the Subcabinet for International Affairs to fostering global engagement of the Moore-Miller Administration.

To ensure the continued relevance and effectiveness of the Subcabinet for International Affairs, some technical and conceptual modifications to the Executive Order are proposed for consideration by the Governor. Section B(5) should be updated to align with the current nomenclature or structure of the respective agencies (ie Secretary of State's Office no longer has an Office of Intergovernmental and International Relations; the Department of Business and Economic Development is now the Department of Commerce, the Department of Transportation's Office of the Secretary serves as the liaison, not the Office of Protocol). Additionally, in pursuit of increased coordination with agencies who engage in international affairs, and recognizing the priorities of the Moore-Miller Administration, the Administration may consider exploring additional opportunities for Subcabinet for International Affairs membership, such as the Adjutant General of the Maryland National Guard and the Secretary of the Department of Service and Civic Innovation.

Finally, the status of funding for the Subcabinet, as outlined in the current Executive Order, will need to be addressed. While the Executive Order calls for funds to be allocated to the Subcabinet for International Affairs, there currently exists no funding for this purpose. In line with Governor Moore's call in August 2023 for agencies to prioritize spending in a way that strengthens our assets and grows our economy in the long-term, funding the activities of the Subcabinet for International Affairs is an investment in the future of Maryland's strategic engagement in global affairs.

By implementing the 2023-2027 Moore-Miller Administration Strategic Plan for International Affairs, the Administration and its Subcabinet for International Affairs affirms its commitment to a strategy-rich, interconnected Maryland where global assets are Not Left Behind.