



BOSTON PRIVATE INDUSTRY COUNCIL  
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Boston high school senior Daniel Rodriguez with  
mentor, researcher Alex Lin, Ph.D.



In an ideal world, the continuum from school to career, from childhood to adulthood, would flow like a peaceful river, with unique twists and turns, but always finding its way into a sea of career opportunity.

Yet life rarely flows so easily, even for the more advantaged among us. Unpredictable currents and obstructions of all sorts throw many off course. Students drop out of high school or college; a recession turns thousands out of work; individual advancement is stymied by lack of training.

Almost five decades after an American president declared a war on poverty, millions of our people still live on the edges, raising their children with very limited resources.

Tragically, many young people never connect with the education and work opportunities needed to realize their potential — a loss to our workforce and our economy. Others drift even further from the mainstream, creating a cost to their communities and the taxpayer that is enormous and long term.

Under the leadership of Mayor Thomas M. Menino, Boston is working to advance those who are ready to succeed and to assist those who have lost their way. The PIC positions itself at key transition points along that river, reaching out to connect Boston's diverse population with the economic mainstream.



The mission of the PIC is to strengthen Boston's communities and its workforce by connecting youth and adults with education and employment opportunities that prepare them to meet the skill demands of employers in a changing economy.



# The PIC Impact

The Boston Private Industry Council — or the PIC, as it is popularly known — is part of a three-decade effort to connect downtown to the neighborhoods, an agenda that pursues economic growth and economic justice simultaneously.

The PIC seeks to advance Boston youth and adults wherever they find themselves on the school-to-career continuum. Every year, we connect more than 3,000 Boston teenagers with summer jobs and school-year internships. We oversee three career centers that provide refuge and direction to more than 21,000 job seekers annually, while providing placement services to more than 500 employers.

The PIC serves as Boston's workforce investment board and its school-to-career intermediary. Our collaboration with the Boston Public Schools dates back to the signing of the first Boston Compact in 1982. Whether partnering with the Mayor's team to oversee the distribution of public funding for workforce development or brokering students into summer jobs and school-year internships, the PIC works where business and community interests intersect, addressing the talent and diversity needs of employers while creating career pathways for Boston youth and adults.

Our work is grounded in the belief that meaningful employment changes lives, lifts people out of poverty, and strengthens the local economy. To make things happen, we depend on a community of collaborators, willing to offer their time, their resources, and their affiliation. At the PIC, we succeed only when our partners succeed.

The Boston high school graduation rate has increased by 11% over the past 5 years.

Last year there were 771 fewer dropouts, a 40% decrease compared to 6 years ago.

Jelani Lynch, Community Academy '08  
Roxbury Community College, degree expected 2013

## School-to-Career: Making the Workplace a Learning Place

For a young person, employment opens doors, widens horizons, makes the classroom more relevant, and develops lifelong habits of hard work and responsibility. A summer job or a school-year internship is often the first rung on a career ladder and an introduction to the importance of higher education and professional or technical training.

Despite the undeniable benefits of early work experience, youth employment rates in this country are half what they were in the year 2000. The consequences for the competitiveness of our future workforce could be profound. In Boston, however, over 3,000 teenagers are employed in jobs and internships brokered annually through the PIC's School-to-Career initiative, a critical component of the Mayor's summer jobs campaign. Hundreds continue as school-year interns, often staying with the same employer through college and beyond.

The backbone of the School-to-Career initiative is a team of career specialists and employer account managers. Career specialists work at each of Boston's 29 public high schools. They guide, mentor, and inspire thousands of students annually and connect them with paychecks, supervisors, and the opportunity to learn at the workplace. They also connect hundreds of other students with community service jobs sponsored by foundations and the public sector. Throughout the school year, the PIC arranges career awareness

activities such as resume workshops, job shadows, and mock interviews.

PIC employer account managers broker the relationships between students and employers by recruiting and supporting the businesses that hire the students for a wide range of challenging jobs at healthcare institutions, financial services firms, life science companies, and other professional organizations.

### **Not Just About the Future**

Though businesses often hire students as an effective way to have a positive impact in the community, they soon learn that PIC interns have real skills, do real work, and bring a fresh perspective to the workplace.

For example, Tech Apprentice, a collaboration between the PIC and the Boston Public Schools, identifies and places students who have strong technology skills. Students not only staff help desks, they do software programming, design websites, develop social media strategies and much more, routinely exceeding the expectations of their employers.



3,100 students received a PIC summer job

330

employers provide summer jobs or school year internships

29.6% national teen summer employment rate,  
down from 51.7% in the summer of 2000



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### Shaylim Blackwell — Bridging Distances, Creating Opportunity

The distance between the tough Bowdoin/Geneva neighborhood of Dorchester and the sleek offices of State Street Corporation seems like a million miles — but it's a commute Shaylim Blackwell has made daily over the past three summers.

When Shaylim was a sophomore at the Jeremiah E. Burke High School, he and his PIC Career Specialist, Jonathan Rosenthal, prepared for mock job interviews and worked together on cover letters and a resume — unfamiliar challenges, says Shaylim — since he had never had a job before. The preparation and support paid off: Shaylim got a job in the bank's mailroom his first summer, as an informational technology assistant his second, and in the institutional investment services department his third.

State Street is one of many Boston area employers that put Boston public high school students like Shaylim to work each summer in professional jobs that teach invaluable lessons about the workplace. At State Street, Shaylim got a crash course in corporate culture, learning how to dress, interact with colleagues, take initiative, and accept constructive criticism. Perhaps most importantly, he learned that hard work, a good education, and the right connections can make your aspirations a reality.

After a third successful summer at State Street, Shaylim's next stop is Iowa State University to study mechanical engineering.



## Boston's Career Centers: Connecting Job Seekers and Employers

In a time of persistent unemployment, Boston's three one-stop career centers provide refuge and direction to more than 21,000 men and women annually, while offering an effective way for employers to identify motivated job seekers to meet specific needs.

In 1998, the federal Department of Labor gave the PIC the authority to transform the Commonwealth's unemployment offices in Boston into one-stop career centers. The PIC selected two nonprofit organizations, Morgan Memorial Goodwill Industries and Jewish Vocational Services, as well as the Massachusetts career services department, to manage these three new centers.

Years later, despite substantial cuts in federal funding, these PIC-chartered career centers — Boston Career Link, The Work Place, and JobNet — persist as national models for quality service and customer satisfaction. The PIC oversees the work of the centers and their finances, and conducts extensive annual reviews with participation from business leaders and other PIC committee members.

Career center staff members teach job search skills adapted to today's challenging job market, refer individuals to appropriate education and training programs, and distribute a limited number of federal job training vouchers.

Employers benefit because career center counselors refer prescreened, qualified job seekers to meet their needs.

Moving forward, Boston's career centers continue to innovate. In collaboration with local community colleges, they are strengthening their relationships within the healthcare field and other sectors that offer career opportunities to those with industry-specific skills. In addition, the centers are developing new ways to provide targeted services to specific populations, such as those seeking to overcome the stigma of homelessness or a criminal record, and young adults who cannot find work even with their high school diplomas.



21,061

job seekers served at the PIC-chartered career centers

243

job fairs and recruitment events

95%

of job seekers were satisfied with their career center experience



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### Megan Raye — Connecting the Right People with the Right Job

Next Step Living (NSL) needed to hire — and fast. A Boston-based residential energy efficiency and renewables company, NSL had landed several new contracts and suddenly had more work than staff to perform it. Megan Raye, the company's Director of Human Resources, got to work, with the help of the Boston career centers.

"To give an example of the pace of hiring, there was a time when I had to hire 15 people in two weeks," says Raye. Today, Next Step Living has 400 employees, and the PIC-chartered career centers have been instrumental in supporting that growth.

During her hiring spree, Raye was in constant contact with the Boston career centers — sending them job descriptions, attending onsite recruiting events and job fairs, and meeting with promising candidates.

She ended up hiring more than a dozen employees through the career centers to work as home energy advisors, customer service representatives, and insulation technicians.

"The career centers are terrific," says Raye, who worked particularly closely with Boston Career Link. "For example, Michael Branch [a business account executive at Boston Career Link] couldn't have been more attentive. I would tell him I was having trouble filling a job and he would pull five good prospects out of his hat instantaneously," she continues. "And there was always a large turnout when I would visit Boston Career Link for onsite recruiting."

Raye says Next Step Living continues to hire, and the career centers remain an important part of her recruitment strategy.





## Dropout Prevention and Recovery: Re-Engaging with School and Society

When a young person drops out of high school, everyone loses. Job prospects dramatically diminish, often leading to a life on the margins. The literal cost to society is staggering. Over a lifetime, every student who leaves school without a diploma adds almost a half-million dollars to the public tab through lost tax revenue and government spending.

In 2000, anticipating the effect of the new MCAS graduation requirement, the PIC launched Classroom at the Workplace, a program combining a paid summer job with 90 minutes of high-quality instruction daily for students who had failed the test. Today, this PIC program serves more than 120 students annually from the Boston Public Schools (BPS), with MCAS pass rates exceeding 70%. Those who do not pass MCAS while in high school are paired with a counselor at a PIC-chartered career center and a community college remediation program.

A few years later, the PIC took the next step by hiring two outreach workers — former dropouts themselves — to track down young men and women who had dropped out of school. When Superintendent Johnson assumed leadership in Boston, she made the dropout crisis one of her top priorities. What began as Project Reconnect matured into the Re-Engagement Center, a remarkable BPS-PIC partnership that re-enrolls more than 450 dropouts annually, finding appropriate school placements and providing the individualized support returnees need to succeed. An important part of the

dropout prevention and recovery strategy is the BPS Credit Skills Recovery Program — supervised online education for students who are only a few credits shy of graduating.

Success in recovering dropouts convinced the PIC that it should also intervene with students on the brink of dropping out, those who hang around school but don't attend classes regularly. With philanthropic funding, the PIC provides such students from the Jeremiah E. Burke High School with school-year employment on the condition that they turn around their attendance and academic performance. Then, in the context of paid summer work, students learn from highly skilled teachers who help them realize that academic success is within reach.

In addition to launching innovative dropout reduction strategies, the PIC plays an active role in policy development as the convener of the Youth Transitions Task Force. The PIC brings together policy makers and practitioners to study and define the issue, mobilize stakeholders, and advance an ambitious policy agenda.



1,178 dropouts re-enrolled through the Re-Engagement Center in the last three years

72% of re-enrolled students stuck with it through the end of the school year

1,165 students dropped out last year, compared to 1,936 in 2006



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### Gene Roundtree — Achieving Academic Success at the Workplace

It has been years since he struggled with high school chemistry, but Gene Roundtree still draws on those memories when devising learning strategies for teenagers baffled by biology.

An instructional coach with the PIC's Classroom at the Workplace program, Roundtree helps the program's four biology teachers tailor their lessons to their students — Boston high school juniors and seniors who previously failed an MCAS science exam, and therefore must pass the biology MCAS to graduate.

Roundtree and the teachers on his PIC team are demanding, yet caring — steadfast in their belief that every student is a potential turnaround story. They are masters of their content area, and experts at adapting their teaching strategies to a wide range of students who have struggled in other settings.

Five days a week throughout the summer, the teenagers in the program dedicate part of the workday to the MCAS biology prep class, located at their own worksites or at one nearby.

"Classroom at the Workplace drives home the idea that their high school education is part of a larger continuum that will take them into their careers," says Roundtree, who teaches biology at Madison Park Technical Vocational High School. The culture of the workplace and the fact that class is part of the paid workday encourage them to take the program very seriously, he adds.

Roundtree is pleased with the success of the program — 76% of the students passed the biology retest last year and 86% passed this year. Classroom at the Workplace offers MCAS prep courses for English and mathematics as well.





# Postsecondary Agenda: Enrollment, Persistence, Completion, and Career Connections

By 2008, the college enrollment rate for Boston Public School graduates had risen by a remarkable 15 percentage points over 15 years. However, in an economy that rewards degrees and credentials, enrollment is not enough.

In collaboration with the Center for Labor Market Studies at Northeastern University, the PIC developed a way to track BPS graduates over time. As a result, the PIC identified a disappointing 35% completion rate over seven years for college enrollees from the BPS Class of 2000.

In response, Mayor Menino launched Success Boston, a new college completion initiative, and issued a challenge to double the college graduation rate for the BPS Class of 2011 and beyond. Higher education, business, and the Boston Public Schools joined the effort. The Boston Foundation stepped up to the plate with a five-year, five million-dollar commitment to enable nonprofit organizations to coach and support BPS graduates attending college locally. A new baseline was established and the numbers have been improving ever since.

Success Boston created an opportunity for the PIC to adapt its high school focused career specialist model to the community college setting. Working with almost 250 students at Bunker Hill, MassBay, and Roxbury community colleges as well as the Benjamin Franklin

Institute of Technology, the PIC's three postsecondary coaches help students access college resources, navigate the tough transition from high school to college, and advance toward a degree and a career. The PIC is on pace to triple the graduation rate for its community college enrollees.

Recognizing the value of the PIC's coaching and navigation model, SkillWorks, Boston's workforce training collaborative, was eager to join forces. The PIC now employs a full-time college navigator to support adult graduates from SkillWorks-funded job training programs as they pursue degrees at Bunker Hill Community College in order to advance their careers.

### Research Informing Practice

The PIC brings its commitment to research and measurement to the postsecondary agenda. The coaches analyze their outcomes continuously and adjust their practice for better results. On a larger scale, the PIC continues to work with the Center for Labor Market Studies to survey and analyze postsecondary results for BPS graduates.



245

community college students currently supported by PIC transition coaches

61%

of PIC-supported community college students maintaining a GPA of at least 2.0

Mayor Menino's college completion goal: 70%



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### Cindy Severino — Coaching Through the Rough Spots

The PIC has been a presence in Cindy Severino's life for several years, first helping her secure a summer job at Citizens Bank while she was still in high school and then sticking with her through some very tough times. It was only natural that Cindy would join Success Boston through the PIC when she enrolled at Bunker Hill Community College.

"Cindy is resilient; she just keeps persisting," says her PIC postsecondary transition coach, Danny Rivera. "Even during a period of homelessness, she never once said, 'woe is me.'" Despite challenges that might crush someone twice her age, Severino attends classes regularly, holds down two jobs, and maintains a 3.5 grade point average.

PIC transition coaches like Rivera help their students negotiate the obstacles — academic and

administrative, big and small — that stand in the way of college success. Rivera has helped Severino find employment, select and register for classes, and manage her time. At one point, she was tempted to quit a class because she did not like the professor. Rivera counseled her to stick with it, and she successfully completed the course.

"Danny has always helped me see that I could do the work, he helped me believe in myself," says Severino. "He's a mentor, a friend, and a role model." He also helped Severino stabilize her living situation by connecting her with the transitional housing organization that now provides her with a room and support services. As she nears graduation, Severino plans to seek a bachelor's degree and perhaps a master's as she pursues her dream of a career in journalism.





## Critical Collaboration: Aligning Community Colleges and Career Centers with Business Needs

The PIC collaborates with educators, employers, and other workforce organizations to equip students and workers with the skills, knowledge, and experience they need to thrive in Boston's economy. At times we convene new collaborations, while at other times we take a lead role in initiatives established by others.

In 2010, the PIC convened the Boston Healthcare Careers Consortium. The PIC had been working with major teaching hospitals and nonprofit organizations since the late 1990s to promote upward mobility for entry-level employees through education and training. The timing was right for a more systemic approach.

The collaboration reached out to area community colleges and healthcare providers to draft a set of recommendations to improve the pathways to degree and certificate programs and into healthcare careers. The work was first published in the 2011 PIC report, *Critical Collaboration*. As part of this effort, community colleges are exploring ways to move students more effectively from pre-college classes into credit-bearing courses. Employers and colleges are cooperating to make school-to-career pathways more visible and hiring preferences more understandable.

The PIC participates in two other critical collaborations. The PIC convenes the Boston STEM Network (science, technology, engineering, and mathematics) to increase awareness of the many career opportunities that are becoming available for those who are well-prepared in these subjects. To complement classroom learning and career awareness, the network promotes hands-on science activities in afterschool and summer programs as well as high school internships.

The PIC also plays a lead role in a federally funded workforce collaboration, managed by the Mayor's Office of Jobs & Community Services, to focus on Greater Boston's dynamic life sciences industry.



19.4% of all jobs in  
Boston are in the healthcare industry

133  
healthcare employers in Boston

37.8% of Massachusetts public high school students currently expressing  
interest in STEM college majors, compared to Governor's 2016 goal of 48%



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## Ibrahima Bah — Flourishing in a New Healthcare Career

Ibrahima Bah spent 13 years as a valet, parking and retrieving cars at two Boston hospitals — but he always knew he wanted more.

Then one day a few years ago, a healthcare professional who had been mentoring his wife suggested that he might be well suited to a career as a pharmacy technician. That mentor, a member of the Boston Healthcare Careers Consortium, connected him with the PIC, which helped him take the steps necessary to change his life.

A PIC postsecondary transition coach became his guide, advisor and biggest cheerleader. She introduced Bah to a program that sharpened his academic skills and helped him enroll in a pharmacy technician program.

During the four-month course of study, she met with Bah weekly, reviewing his notes, offering study tips, and connecting him with the resources he needed to succeed. "She took me under her wing", says Bah, "I was not alone."

A torture survivor from the West African country of Guinea-Conakry, Bah has overcome unimaginable obstacles, and today he is thriving. Meanwhile, Brigham and Women's Hospital is benefiting from the work of a very motivated employee with newly acquired skills. Bah loves his job working in the pharmacy and credits the PIC with helping him find a career that engages his intellect and provides for his family. He soon will be sitting for his national certification exam, opening the door to further career advancement.

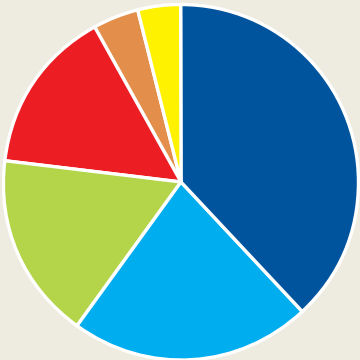




# Financial Highlights

	2011	2010
Grants	\$123,758	\$75,000
Contracts	5,479,175	5,273,356
Contributions	1,510,273	1,591,812
Fees for Service	103,876	263,737
Other income and support	182,643	202,528
<b>Total unrestricted revenues</b>	<b>7,399,725</b>	<b>7,406,433</b>
Payroll & Fringe Benefits	3,357,255	3,652,459
Program Contracts	680,435	688,001
Participant Wages	1,357,603	927,532
Site Operations	1,676,340	1,449,466
General Operating Expenses	961,655	918,186
<b>Total Expenses</b>	<b>8,033,288</b>	<b>7,635,644</b>
Net assets at beginning of year	2,196,082	2,425,293
Net assets at end of year	1,562,519	2,196,082
Change in net assets	-633,563	-229,211
Cash	1,293,190	1,297,847
Receivables	1,060,624	1,463,645
Other assets	340,624	388,412
Fixed assets	19,146	35,220
<b>Total Assets</b>	<b>2,713,584</b>	<b>3,185,124</b>
Current Liabilities	1,151,065	989,042
Net assets	1,562,519	2,196,082
<b>Total liabilities and fund balance</b>	<b>\$2,713,584</b>	<b>\$3,185,124</b>

PIC Operating Budget by Revenue Source  
Fiscal Year 2011  
Total Budget: \$4.6 million  
*Excludes pass through funds to Career Centers and Summer Jobs*



State	38%
City	22%
Foundation	17%
Federal	15%
Corporate	4%
Other	4%

Distribution of Workforce Investment Act Funds  
Fiscal Year 2011  
Total Budget: \$4.0 million



Training Vouchers	35%
Career Centers	11%
Alternative Education	18%
Career Exploration	16%
Fiscal Agent/Board	20%

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