



Executive Director  
Boston Private Industry Council  
Boston, MA

## THE SEARCH

The Boston Private Industry Council – also known as the PIC – seeks a mission-driven, innovative, and relational leader to serve as its next Executive Director (or ED). The PIC is a public-private partnership that serves as Boston’s MassHire workforce development board (one of [16 workforce development boards](#) across the Commonwealth) and school-to-career intermediary organization. As a nonprofit and quasi-governmental organization, the PIC hires and deploys front-line staff to work directly with priority populations in order to create a tight loop between policy and practice, continuously informed by data analysis and research.

For more than 45 years, the PIC has worked at the intersection of education and workforce development to connect Boston residents to promising career pathways while creating a diverse talent pipeline for local employers. To do so, the PIC convenes business and education, along with government, labor, and community leaders, to align education and workforce development systems, address racial and socioeconomic inequities, and better serve Boston residents and employers. The PIC’s work is grounded in the belief that meaningful employment changes lives, lifts people out of poverty, strengthens the local economy, and uplifts communities.

The PIC collaborates closely with the Office of Workforce Development (OWD) and the Office of Youth Employment and Opportunity (YEO), both administratively and strategically, under the leadership of the Mayor’s Worker Empowerment Cabinet. Historically, the PIC has considered the Boston Public Schools (BPS) to be the foundation of the City’s long-term workforce development and diversity strategy.

As the organization’s chief executive, the Executive Director will report to the PIC’s Board of Directors, which hires the ED and has fiduciary responsibility for the organization as a nonprofit. The ED is responsible for overall organizational strategic planning, goal setting, policy development, external advocacy and relations, and agenda setting for meetings and convenings. Additionally, the ED will oversee all the administrative aspects of the PIC, including revenue generation, budgeting, staffing, and personnel

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management. The next Executive Director will work closely with the Mayor's administration and the Worker Empowerment Cabinet to chart a course for Boston's workforce in alignment with the Mayor's vision of economic mobility for all. This is an incredible opportunity to play a significant role in civic affairs while making a positive impact on the lives of thousands of Boston residents.

The Boston Private Industry Council has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications (including a resume and letter of interest) should be directed in confidence to the firm as indicated at the end of this document.

## ABOUT THE BOSTON PRIVATE INDUSTRY COUNCIL

### History and Impact

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 an ever-changing economy. The PIC partners closely with the Mayor's Office of Workforce Development and the Boston Public Schools. The PIC measures impact by the number of people and employers it serves successfully and by the positive influence it has on major institutions and collaborations among them.

The Boston Private Industry Council was incorporated in 1979 by Mayor Kevin White and State Street Bank CEO and education advocate William Edgerly as a business-majority committee charged with overseeing federal job training resources and engaging private sector employers. This oversight model was soon codified in federal law and continues to be mandated today in workforce regions across the country. In its role as Boston's MassHire workforce board, the PIC also manages or plays a role in various grant programs and other [workforce development initiatives](#).

In 1982, the PIC helped convene the first Boston Compact with the Boston Public Schools (BPS), business, and higher education, committing paid work experience for BPS high school students and graduates. The PIC was charged with organizing the private sector component of the [Mayor's Summer Jobs Campaign](#) and hired the first school-based PIC career specialists. Since then, tens of thousands of Boston teenagers have landed their first job through the PIC. In 1991, the PIC piloted Project ProTech, a school-year internship program that served as a model for the federal School-to-Work Opportunities Act of 1994.

In 1996, the PIC received federal funding to charter nonprofit organizations to operate the nation's first [one-stop career centers](#) to connect low-income adults and dislocated workers with employment and training opportunities. Career centers were codified in federal law in 1998 and continue to be the infrastructure of the public workforce system nationwide.

In 2006, the PIC published "Too Big to Be Seen", a research-based call to action to address the "invisible" dropout crisis. The PIC collaborated with the BPS to launch the [Re-Engagement Center](#) (REC) to reach out

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to chronically absent students and those who had dropped out altogether, a model that has been replicated in more than 25 major cities. Thousands of Boston students have re-connected with their right to a public education through the REC since then. In 2008, the PIC and the Center for Labor Market Studies at Northeastern University published “Getting to the Finish Line” – one of the nation’s first college completion studies – leading to the launch of the Success Boston initiative which helped increase college completion for BPS graduates by more than 50% over the following decade.

In 2010, the PIC convened the [Healthcare Careers Consortium](#), a vibrant community of workforce development professionals from Boston’s teaching hospitals and other healthcare organizations, along with education and training providers. The Consortium proved to be a model for industry sector convening, codified nationally in the Workforce Innovation and Opportunity Act of 2014 (WIOA). The PIC also convenes issue-focused committees such as the [Youth Transitions Task Force](#) which focuses on dropout prevention and re-engagement and the [Opportunity Youth Collaborative](#) which seeks to create pathways for disconnected young adults.

More recently, the PIC has added out-of-school, underemployed high school graduates to its direct service portfolio. This year, the PIC is working with the BPS to promote career center enrollment for seniors who are not going to college to connect them to the public workforce system before they leave the public education system.

The PIC currently sustains, to one degree or another, all of the initiatives it has launched over the past 45 years. The pandemic led to significant staff turnover on the front line, but now the organization is rebuilt and fully staffed. You can read more about the history of the PIC and scroll through photos [here](#).

## Governance, Leadership, and Staff

In addition to overseeing and managing the internal administration of the PIC, the ED is the lead staff person for (1) the 30-plus member Private Industry Council, which serves as the City’s MassHire workforce development board and (2) a smaller Board of Directors, which has fiduciary and strategic responsibility for the PIC as a non-profit organization. When necessary, the Board of Directors also serves as the executive committee of the workforce development board.

Members of the Private Industry Council are all leaders from a range of sectors, including business, education, government, labor, and the community, and are appointed by the Mayor. Currently, the full Council/ MassHire workforce board is comprised of 32 members, business majority with dedicated seats for other constituencies. The Board of Directors is comprised of ten members. There are four Officers of the corporation: Chair, Treasurer, ED as President, and Clerk. Board members and Officers are elected annually by the full Council.

The Private Industry Council serves as Boston’s MassHire Workforce Board. As a MassHire Board, the Council provides oversight and policy direction for the City’s workforce development strategy, distributes

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federal funding under the Workforce Innovation and Opportunity Act (WIOA) in collaboration with the Mayor's Office of Workforce Development, and charters two nonprofit organizations to operate the City's career centers, one in Downtown Boston and the other in Roxbury.

Two subcommittees, the [Workforce Development Committee](#) and the [Youth Council](#), review performance and develop spending recommendations for consideration and approval by the full MassHire Board. The PIC is also responsible for organizing the regional workforce planning process for Greater Boston, in collaboration with the Metro North and Metro South/West workforce boards. You can learn more about the Board and Council [here](#).

The work of the PIC is supported by a dedicated and diverse staff of approximately [60 people](#), including eight senior staff members who make up the PIC's staff leadership team. The staff is structured in the following areas with PIC employees working in both administrative and direct service capacities: administration & finance, development & communications, workforce development, high school career services, employer engagement, and youth transitions. All activities are grounded in labor market information, continuously updated by the PIC's research and strategy team.

## Finances

The PIC is an \$11.8 million non-profit organization, with funds coming from a mix of city, state, and federal funding as well as a variety of foundation grants. \$6.9 million of the total operating budget goes to staff salaries and other operational costs. The remaining \$4.9 million is disbursed in the form of student wages (\$4.25 million) and sub-recipient pass-through funding (\$650,000). The PIC's FY 2024 funding breakdown was as follows: 42% public funding, 14% private foundations, 7% corporate foundations/corporate contributions, 1% fiscal conduit fees, and 36% student wages, supported by public funding and corporate foundations. Under state law, the PIC is recognized as a municipal entity, which allows it the flexibility to serve as a quasi-governmental extension of the City of Boston and the Boston Public Schools.

## Responsibilities of the Executive Director

The Executive Director, reporting to the Board of Directors and working alongside the PIC's senior leadership team, is responsible for articulating, setting, and charting a comprehensive organizational strategy that is impact-focused, data-driven, and future-oriented. They will be a visible leader across all the parts of the PIC's operations, including programming, staff management/development, finance and administration, development, and communications. Working with the Development Director, the ED is responsible for securing the revenue necessary to support the organization from public and private sources, including relevant state budget line items, contracts with state and city agencies, corporate contributions, foundation grants, and new fundraising strategies. Working with the Director of Administration and Finance and the senior staff finance team, the ED develops and implements an annual operating budget that is balanced and effectively pursues the PIC's goals and objectives. Additionally, the

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ED will work alongside the Mayor's Office to recruit new Board and Council Members for mayoral appointments.

Both internally and externally, the ED is responsible for overseeing and guiding the PIC's portfolio of partnerships and key initiatives that have made them successful. These initiatives include:

- [Workforce Development](#): Working with the PIC's workforce development director, the ED is responsible for leading the industry sector strategies and piloting new training and employment programs to better prepare Boston residents for current and future employment opportunities. The PIC collaborates with OWD in pursuing training grants that align with the city's workforce development plan. Further, they will work with the two MassHire career centers to help them achieve their full potential as the infrastructure of Boston's workforce development system.
- [School-to-Career](#): Working with the PIC's career services and employer engagement directors, the ED is responsible for the PIC's school-based practice of matching high school students with jobs, internships, and career exploration opportunities it develops and manages with area employers.
- [Employer Engagement](#): The ED is responsible for the PIC's relationship with Boston employers, particularly in support of the PIC's school-to-career initiative. However, employer engagement is not limited to placing high school students in employer-paid, employer-supervised jobs and internships. The PIC organizes employers through [industry sector convenings](#), which focus on workforce demand and the supply of trained workers. The ED is also responsible for recruiting dynamic business leaders to serve as the business majority on the Council/MassHire workforce board, as prescribed in its federal enabling legislation.
- [Re-Engagement](#) and [Postsecondary Support](#): Working with the PIC's youth transitions director, the ED is responsible for the PIC's role in re-engaging chronically absent students and those who have dropped out of school altogether. To do so, the PIC partners with the Boston Public Schools system at the Re-Engagement Center and assigns postsecondary coaches to work with BPS graduates at local colleges.
- [Data, Measurement, and Labor Market Research](#): Working with the PIC's research, strategy, and operations director, the ED is responsible for ensuring that data is collected to monitor performance measures for all PIC activities and programs. The PIC's labor market research and measurement expertise allows it to play a central role in collaborations convened by the government and other organizations. Under the direction of the Governor's Workforce Skills Cabinet, the PIC leads a regional workforce planning process to improve alignment across education, workforce development, and economic development.

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## KEY OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR

The successful candidate will address these key opportunities and challenges:

### **Drive the PIC's mission forward through strategic, innovative, and results-driven leadership.**

Over the last few years, the PIC has sustained itself through a pandemic, economic shifts, and other world-changing events. While the components comprising the PIC work toward the same goal, individual agendas, approaches, and needs vary. The needs of the various constituencies that the PIC works with are only getting more complex. In addition, with the rise in entry-level job outsourcing and technological advances like artificial intelligence, the definition of a “skilled worker” is in flux across industries. As the ecosystem around the PIC continues to change, the ED must strategize around how to create a stronger and more consistent workforce ecosystem that works with and not against change. An adept change manager, the ED must be able to operationalize this strategy and articulate a compelling vision for the PIC. Inherent in this work is the creation of a strategic plan that charts a course into the future, understands the impact of evolving technology and skill-building modalities, and is responsive to the needs of Boston's current and future workforces.

A proactive leader, the ED will leverage the PIC's strong research work to forecast and strategize around sector and workforce changes. It will be necessary that they share this data and work in close collaboration with the Mayor's Office and the other workforce development boards across the Commonwealth on a wholistic strategy that increases collaboration and reduces redundancies. As a result, the PIC will be viewed as a sought-after leader and partner across the wide range of constituencies served. Additionally, the ED will continue to balance the PIC's long-standing commitment to connecting students to impactful jobs/training with its broader workforce board responsibilities.

### **Continue to build and foster relationships across different and emerging sectors in Boston.**

The foundation of the PIC's success is the complex nexus of relationships that it has forged across a range of organizations and sectors, both public and private. To be successful, the ED must be adept at promoting the strength and added value the PIC brings to the business and educational sectors. The ED must be employer-driven and a strong convener and connector at both the individual and group levels. In the short term, the ED will work to intentionally maintain existing partnerships and collaborations and, where necessary, redefine and reorient those partnerships for maximum impact. To ensure the organization is sustainable, a long-term strategic priority of the PIC will be to increase the number of direct, employer-paid jobs and internships available to the communities they serve. As such, the ED must be proactive in identifying and forging partnerships with new and innovative businesses and organizations across the private and nonprofit sectors to capture the modern Boston economy.

In addition to sector growth, the PIC and its network of employers are working on improving the quality of the internship experience for both students and supervisors. The ED will work with organizational

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partners to advocate for enrichment activities and other professional development opportunities as part of the internship experience. Further, they will work to ensure that students have the opportunity to acquire and train for core skills that are relevant and marketable across roles and sectors.

**Ensure that the PIC continues to be financially sustainable in a shifting economy.**

The ED will be responsible for the stewardship and ongoing generation of financial resources and the overall financial health of the organization. As Boston's student and worker demographics shift, the ED must be proactive and continue to ensure that the PIC's fundraising streams are diverse, engaged, and sustainable in response. As such, they must be a persuasive advocate for the PIC, with the ability to articulate the organization's current impact and future needs across different audiences. To ensure accountability, the next ED will create and help lead a comprehensive fundraising strategy that taps into and increases corporate donors, foundations and other grant funds, and individual contributions while maintaining existing public revenue streams, contracts, and partnerships.

Plus, at the request of the City and the BPS, the PIC has taken on significant new administrative responsibilities when it comes to payrolling and processing stipends for hundreds of additional students during the summer and throughout the school year. The shift to an electronic platform not designed specifically for this work is proving to be a major challenge. The ED will need to lead the next phase of this administrative modernization.

**Build, support, and nurture a high-performing, diverse team.**

The next ED will inherit a dedicated staff that is diverse racially, culturally, generationally, and in terms of lived/professional experience. A staff-centered leader, the ED must be able to balance the needs and insight of long-tenured staff with those of newer members to be responsive to the changing demographic needs of the City's workforce. This leader will leverage and build upon the strength of the PIC staff, including providing opportunities to delegate leadership to senior staff and ensuring that every staff member has access to enriching and mission-aligned professional development opportunities. Additionally, the ED will continue cultivating a culture that prioritizes mutual respect and transparent communication and where every staff member feels invested in the organization's success.

**Continue to grow the PIC's membership and impact in collaboration with the Mayor's Office.**

The ED, alongside key players in the Mayor's Office, will be responsible for growing the membership of the Council/MassHire workforce board. To ensure that the PIC can develop the skills of Boston's future workforce, the ED must engage with industry sectors and leaders. The ED must be strategic in the connections they forge so that the board and council reflect the communities in which the PIC operates both in terms of sector representation and lived experience. Further, the ED will leverage the insight and expertise of board and council members to provide an on-the-ground snapshot and analysis of the present state of the labor market to guide the PIC's work and programming. For the long-term success of the PIC,

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the ED must be able to work across different mayoral and gubernatorial administrations and their priorities to ensure that the PIC is factored into decisions around policy and legislation.

## QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will possess many of the following professional and personal qualities:

- At least ten years of management and/or professional leadership experience in education, workforce development, or a related field. Strong interpersonal, leadership, and project management skills.
- Demonstrated success in engaging and aligning multiple stakeholders, including government, employers, training providers, and community organizations, to advance shared education and workforce development goals.
- Demonstrated experience in advocating for public revenue streams at the city, state, and federal level and in raising funds from private and corporate foundations and other sources.
- Decision-making, problem-solving, and priority-setting skills, and the ability to apply those skills across multiple topics on a daily basis.
- Excellent written and verbal communication skills.
- Demonstrated ability to think strategically and effectively manage multiple challenges simultaneously.
- Proven record of collaboration with other organizations and institutions while maintaining a strong organizational identity.
- Knowledge of relevant federal and state laws, including but not limited to the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act.
- Boston residency preferred.

## COMPENSATION AND LOCATION

The Boston PIC's downtown office is located at 2 Oliver Street, near Post Office Square. The PIC also has a neighborhood office at 500 Amory Street, Jamaica Plain, near the Green Street stop on the Orange Line.

The compensation for this role is expected to be between \$175,000 and \$225,000.



## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/boston-private-industry-council/executive-director>  
Electronic submission of materials is strongly encouraged.

Donna Cramer, Partner (she/her)  
Angelo Alexander, Senior Associate (they/them)  
Ryan Smillie, Senior Search Coordinator (he/him)  
Isaacson, Miller  
Boston, MA