What is the one important thing that candidates should know about PCC employees?

• PCC faculty and staff are caring and dedicated.
• The profound opportunity to serve students is why most faculty and staff work here.
• We are all doing something worthwhile by working at PCC—this broad commitment was reflected in the inspirational in-service presentations by faculty and staff today.
• Our shared sense of mission is truly unique, and should be understood and valued by the incoming president.
• Employees want to be involved in decision-making. We spend half our lives here; we need and want to be involved in decisions that affect us.
• There is a huge divide between full-time and pat-time faculty. The incoming president should commit to changing the full-time/part-time faculty ratio.
• Part-time faculty members are not able to perform at full value because of the constraints placed upon them. If we are not able to address this issue, we will continue to lose good people.
• Part-time faculty members sometimes don’t see a clear professional path forward and are thus not as invested in the life of the college—or in its challenges.
• So far efforts to diversity our workforce have more or less failed. Our workforce should mirror our student population.
• Our diversity definitions should go beyond persons of color. Race is only one indicator of diversity.
• Prioritizing and valuing diversity in our workforce will require additional resources and new approaches.
• There is a relationship between teachers’ working conditions and students’ learning conditions.
• One of the biggest challenges we face as employees is how to balance our “one college” mission and our campus identities and administrative practices. Because we have many services and programs that cross campuses, this tension can be significant. How will we get this balance right?
How do employees communicate? What kind of internal communication is needed? What kind of input is valuable?

- Part-time and full-time faculty have varying degrees of institutional understanding and experience—and thus different communication needs.
- We value accountability and transparency in communication by our leaders.
- We don’t always communicate all that we should.
- We want administrators to “walk the line between legality and leadership” when it comes to sharing information with the college community.
- Technology can hamper our communications experience. There can be difficulties getting onto the right email lists, for instance.
- Employees should have a mechanism to speak and be heard, but that doesn’t mean we need or expect to agree with every decision made.
- PCC can be siloed—made up of “tiny islands”—and we should work to increase the interaction between the islands.
- Effective communication is about “people on the ground.” Mid-level managers are one key to helping translate needs and input both up and down.
- We should strive for a culture of inclusion that derives input from the ranks up and takes the input of student leaders seriously.
- We need to do a better job valuing institutional memory and finding professional development pathways for long-time employees who have much to offer.
- The new president will have to actively seek useful input. Forums are not always the best mechanism for gathering it.
- Fear of retribution can have a chilling effect on the kind of input that employees offer.
- Employees want to give input that’s valuable to them; that’s the kind of input that matters.
- Employees have significant institutional knowledge and experience that should be harnessed and valued before that of consultants.
- New leaders should not decide to do anything big without first seeking appropriate employee input. We have the knowledge here already.

What do employees need?

- Less rigidity in HR hiring requirements.
- Ability to hire casual employees more easily.
- More stability in our workforce (both full-time and part time) would better serve students.
- More support, developmental opportunities and respect for faculty, especially part-time faculty.
• We want to feel trust in our leaders and partners
• Employees shouldn’t be scared—and neither should leaders. We need to work from our fundamental values, not from fear.

Why do people choose to remain at PCC?
• Incredible colleagues
• Outstanding students
• A meaningful mission
• A shared passion
• Collective knowledge
• The opportunity to provide a transformative student experience that can change lives.
• And finally...PCC gives people a sense that what we do matters