



CHAIRMAN'S MESSAGE



Collaboration is key

PCI exists because of the generous support of its membership, which comprises producers, associates, professional designers, and academics pursuing the common goal of advancing our industry and making it better. PCI's council and committee structure, guided by its board of directors and supported by PCI staff, has been the model to develop, maintain, and disseminate our industry's body of knowledge. Today, PCI has evolved to include eight councils with a ballooning 60-plus standing committees, subcommittees, and task groups, all requiring hundreds of volunteers representing an array of stakeholders. Although supported by PCI's capable staff, these volunteers contribute thousands of hours of their company and personal time for the good of the mission. Committee work takes dedicated effort. It takes focused mental energy. It takes time.

It has been said that "a camel is a horse designed by a committee." The statement implies that too many people with differing, sometimes conflicting, viewpoints and interests contributing to a project often jeopardize the project's intended purpose or goal and ultimately produce compromised unattractive results. Thus, a camel was conceived when a horse was perceived.

The related adage, "too many cooks spoil the broth," also suggests that too many people involved in an undertaking may bring contrary or biased input into the mix, resulting in undesirable outcomes. Each cook introducing their favorite ingredient into the brew that does not complement the flavor of the others' ingredients will certainly spoil the broth.

Is the council and committee structure a necessary evil? Does PCI have too many committees? Have committees proved to be the most effective manner to advance the interests of our institute? Is there another model that may be more efficient? Perhaps, or perhaps not. These are questions for another time. For now, the current structure has advanced PCI to what it is today. Despite its ups and downs and sluggishness at times, it has worked well overall.

As I compose this message, we are a few days away from this year's PCI Committee Days, and by the time this writing is published, PCI Committee Days will be behind us. Kudos to all of the committee members for their dedication, committee chairs for their guidance, and PCI staff members for their support. Just remember, let's keep camels and spoiled broths to a minimum! 



Carlos D. Cerna

2025 Chair

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