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## CCC power structure debated

By Harry Bielskis  
News Editor

In a forum held at Clackamas Community College last week, an Associated Student Government senator attacked the "traditional" philosophy and structure of CCC's administration. The gathering was an open discussion attended by members of the student body, faculty and administration.

The topic of the discussion was governance -- the philosophy and structure of administration -- and remarks were centered around a panel of representatives consisting of Jerry Bellavita, ASG senator; Jacquemarie Arellano, math instructor; and Dr. Howard Fryett, assistant to the president. Also present at the meeting was Bonnie Jones, chairperson of the CCC Board of Education.

"We are a community of diverse interests sharing a need for educational service," said Bellavita. "This service should be as flexible and effective as possible. Our present administrative structure will not allow that quality to come through."

Bellavita directly related the problems of function in administration at CCC to its use of the "managerial concept" -- the idea that people need to be "directed and held together by a group body or an individual in order to accomplish a given task.

"This concept is weak because the flow of information and decision-making apparatus is directed to only one group of people where administrative leadership is exercised," said Bellavita.

Bellavita then suggested a "community of interest" concept which involves a central interest (in this case education) that brings people into common relationship.

Bellavita likened this concept to a circular structure or sphere containing the community's central interest in the center, and a hierarchy of outer rings consisting of the Board of Education, staff, community and students respectively.

Bellavita felt the concentric circle concept had an advantage over the presently-used managerial concept which he likened to a pyramid power structure that emanates all authority from the top to each lower level.

"In order to accomplish a broad and complex mission involving many people and multiple resources in a great variety of activities, it is necessary to structure an organization which is built around the concepts of authority, accountability, involvement, and communication," said Fryett in



Photo by Jerry Wheeler

## Plant paramedic

Horticulture student Linda Corbett examines an avocado suffering from what seems to be "witches broom" disease. This and other sick plants are treated in the horticulture department greenhouse located near Clairmont Hall. See related story, page 4.

a handout distributed at the forum on college management philosophy.

"Communication seems to be our biggest problem," said Arellano. "No structure can work effectively without it." Her remark reflected criticism voiced by other faculty members in recent years, she said.

Faculty believe that communication downward is not always as good as it should be, said Arellano. They complain that curriculum planning and instructional materials are not always done by specialists and feel that the college philosophy needs to be more democratic.

To improve communications between deans and themselves, faculty members recommended some changes. They believed more individuals in all departments needed to communicate with each other beyond

their respective departments. Another suggested improvement was that more explicit job descriptions were needed to clarify roles.

"This suggestion could come in the form of a job description handbook which should be updated and include responsibilities," said Arellano.

Collective bargaining plays a key role in governance for some at the forum. Once the closed door decision-making process was initiated, friction between faculty and administration increased.

"Before collective bargaining came in, the staff had more decision-making influence. As collective bargaining increases, governance will decrease," said Fryett. "This is an unfortunate situation of course, but this is the way it happens."

CLACKAMAS COMMUNITY COLLEGE ARCHIVES

