



## Organizational Theory and Decision-Making of Your Clergy Committee



**Clifford J. Camp, JD, MPA**  
Assistant Director for Student Conduct  
Madonna University  
ccamp@madonna.edu

**Jesús Hernández, M.A.**  
Corporate Compliance Officer  
Title IX Coordinator  
Madonna University  
jesushernandez@madonna.edu

1

## Presentation Overview



- Overview of Organizational Theory
- Clergy Committee & Its Purpose
- Application/Take-Aways
- Case Study (Time permitting)
- Questions

© Madonna University. All rights reserved.

2

2

## Learning Outcomes



- By participating in this session, the attendee will:
- Gain a general understanding of Organizational Theory.
  - Engage in an analysis and initial application of key theoretical concepts.
  - Being to apply some concepts specific to the institution, the surrounding environment, and its impact on compliance effort with the Clergy Act.
  - Engage in an analysis of committee membership based on function.

© Madonna University. All rights reserved.

3

3

## What is Organizational Theory?



- The study of how organizations function and their relationship with their surrounding environment.
- Aims to understand organizations in order to improve efficiency and effectiveness.
- Organizations exist in order to accomplish certain product-related or economic goals.
- Assembly of people working together to achieve a common goal through an orchestrated division of labor (Hodge, Anthony, & Gales, 2006).

© Madonna University. All rights reserved.

4

4

## What is Organizational Theory?



Groups of **people** filling roles and working together toward the achievement of **common objectives** within a formal social structure (Birnbaum, 1998).

© Madonna University. All rights reserved.

5

5

## What is Organizational Theory?



Organizational Characteristics:

- Incredibly complex.
- Include an array of:
  - People
  - Departments
  - Technologies
  - Strategies & Goals
- Behavior is very hard to predict.
- Open systems dealing with changing, challenging, and erratic behavior (Bolman and Deal, 2017).

© Madonna University. All rights reserved.

6

6

## Organizational Theory – Higher Education



### Primer of Organizational Environments

- Core Environment
  - Core identity – this is the reason the organization exists.
- Task Environment
  - Exists to support AND protect the Core Environment.
- Cultural Environment
  - Local environment that shapes the organizational identity.
- Institutional Environment
  - Larger, broader environment that shapes the organizational identity.

© Madonna University. All rights reserved.

7

7

## Organizational Theory – Environment(s)

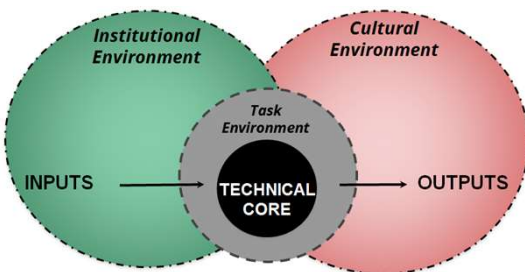


© Madonna University. All rights reserved.

8

8

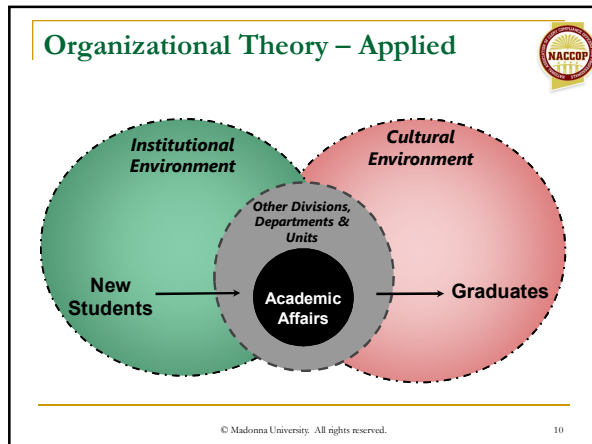
## Organizational Theory – Environment(s)



© Madonna University. All rights reserved.

9

9



10

### Organizational Theory & The Clergy Committee

- The Clergy Committee
  - Most members come from the Task Environment.
  - Designed to protect the Core Technology.
  - Collaborating to achieve a common goal.
- Function vs. Individuals
  - Focus on purpose of the Clergy Act as a consumer protection law.
  - Focus on Function/Role vs. Personalities.
  - Overall awareness of:
    - The purpose of YOUR institution. Why does it exist?
    - How the institution operates.

© Madonna University. All rights reserved. 11

11

### Clergy Committee - Model

<ul style="list-style-type: none"> <li>■ Public Safety/Police</li> <li>■ Student Conduct</li> <li>■ VP of Student Affairs/Dean of Students</li> <li>■ Provost/Academic Affairs</li> <li>■ Admissions</li> <li>■ Legal Affairs</li> <li>■ Student Activities/Greek Life</li> <li>■ Dir. Student Health</li> </ul>	<ul style="list-style-type: none"> <li>■ Compliance/Internal Audit</li> <li>■ Environmental Health and Safety</li> <li>■ Residence Life/Housing</li> <li>■ Title IX</li> <li>■ Risk Management/Fire Safety</li> <li>■ Study Abroad</li> <li>■ Real Estate Office</li> <li>■ Human Resources</li> <li>■ Athletics</li> </ul>
--	---

Developing a Clergy Compliance Committee (2015)  
Lindi Swope, Director of Clergy Compliance Activities  
D. Stafford & Associates

© Madonna University. All rights reserved. 12

12



## Clery Committee at Madonna University



- Public Safety
- Student Conduct
- VP of Student Affairs/Dean of Students
- Residence Life
- Academic Affairs/Study Abroad
- Registrar's Office
- Student Life
- Career Services
- Corporate Compliance/Title IX
- Athletics
- Facilities

© Madonna University. All rights reserved.

13

13

## Purpose of a Clery Committee



- Gather Information
- Education and Training
- Coordinate Resources
- Assess for Compliance Gaps within the Institution
- Build Administrative Capacity

© Madonna University. All rights reserved.

14

14

## Application & Take-Aways




- Important to Cultivate Key Relationships
- Understand Your Institution/Organization
- Continually Train & Educate Your Clery Committee
- Essential Elements for:
  - Problem-Solving
  - Decision-Making
- Function vs. Individuals
  - Buy-in from the "right" people (informal influence)
  - Institutional Champions (formal influence)

© Madonna University. All rights reserved.

15

15





## Case Study

© Madonna University. All rights reserved.

16

16

---

---

---

---

---

---

---

---



## Questions?

© Madonna University. All rights reserved.

17

17

---

---

---


---

---

---

---

---



## Section Break

© Madonna University. All rights reserved.

18

18

---

---

---

---

---

---

---

---



## Remember to Evaluate This Session!



© Madonna University. All rights reserved.

19

## References & Resources

- Bastedo, M. N. (2012). *The organization of higher education: Managing colleges for a new era*. Baltimore: Johns Hopkins University Press.
- Bimbaum, R. (1988). *How colleges work: The cybernetics of academic organization and leadership*. San Francisco: Jossey-Bass.
- Bolman, L. G., & Deal, T. E. (2008). *Reframing organizations: Artistry, choice, and leadership* (4th ed.). San Francisco: Jossey-Bass.
- Hodge, B. J., Anthony, W.P., & Gales, L. M. (2006). *Organizational theory: A strategic approach*. Upper Saddle River, NJ: Prentice Hall.
- Manning, K. (2013). *Organizational theory in higher education*. Hoboken: Taylor and Francis.
- Scott, W. R. (2003). *Organizations: Rational, natural, and open systems*. London: Prentice Hall.
- Swope, L. *Developing a Clergy Compliance Committee*. White paper published through D. Stafford & Associates

© Madonna University. All rights reserved.

20