

2010 CLUBHOUSE TRAINING SYLLABUS

Discussion #9: Governance: Decision and Policy Making in the Clubhouse

Essential Readings:

Bradley, Kevin "Who Decides to Do What, and When? Decision Making in the Clubhouse: Process and Implementation," Selected Paper, Eighth International Seminar on the Clubhouse Model, Salt Lake City, Utah 1995.

Fountain House Council for Education, Training & Research "Clubhouse Boards & Advisory Boards."

Singer, Brenda "By Consensus: Confessions of a Clubhouse Administrator"

Yatsko, Jack "The Paradoxical Role of the Clubhouse Director"
The Clubhouse Community Journal, Volume 5, August 2004.

Reference Material:

Singer, Brenda "Stewardship of the Vision: The Role of the Clubhouse Director and the Board of Directors"

FUNDING, GOVERNANCE AND ADMINISTRATION

32. *The clubhouse has an independent board of directors, or if it is affiliated with a sponsoring agency, has a separate advisory board comprised of individuals uniquely positioned to provide fiscal, legal, legislative, consumer and community support and advocacy for the clubhouse.*
33. *The clubhouse develops and maintains its own budget, approved by the board or advisory board prior to the beginning of the fiscal year and monitored routinely during the fiscal year.*
34. *Staff salaries are competitive with comparable positions in the mental health field.*
35. *The clubhouse has the support of appropriate authorities and all necessary licenses and accreditations. The clubhouse collaborates with people and organizations that can increase its effectiveness in the broader community.*
36. *The clubhouse holds open forums and has procedures which enable members and staff to actively participate in decision making, generally by consensus, regarding governance, policy making, and the future direction and development of the clubhouse.*

Questions for Discussion #9:

Decision making

- Is the clubhouse a democracy?
- What are the most clubhouse-consistent means of decision making?
- In what ways might voting be potentially problematic for clubhouse decision-making?
- What is meant by consensus?
- Is there a place in the clubhouse for a member government? Member councils, or member President of the clubhouse?
- Why is it important that the clubhouse is called a 'partnership model' rather than a member-run program.
- How does the concept of 'empowerment' fit in the clubhouse?
- What is the role of the Standards in clubhouse decision making?

Clubhouse Director

- What is 'paradoxical' about the role of the clubhouse Director?
- How can the Director balance having ultimate responsibility for the operation of the clubhouse, with the mandate to engage members and staff in all aspects of clubhouse functioning?
- In what circumstances might the Director listen to the views of the staff and/or members, but make a decision that conflicts with the general consensus of the group?
- What is the role of the Director in clubhouse decision making?

Governance

- What is a 'freestanding' clubhouse?
- What is the role of the Board of Directors or Advisory Board in the clubhouse?
- How can a clubhouse deal with policies and regulations from funders, etc, that seem damaging to the clubhouse and inconsistent with clubhouse values?
- Who should be on a clubhouse Advisory Board or Board of Directors? What is a good balance between influential members of the larger community, and members, staff, and others from the clubhouse/auspice agency community?

Budget

- In what ways can the units be involved in the day to day work involved with the clubhouse budget?
- How can auspiced clubhouses develop their own budgets?