

**HOW A  
COMMUNIST  
CLUB  
FUNCTIONS**



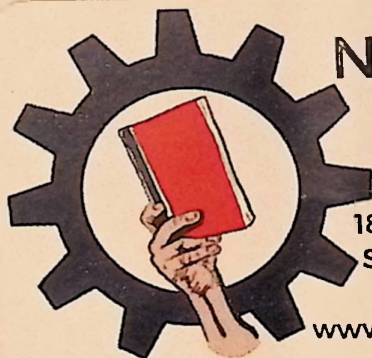
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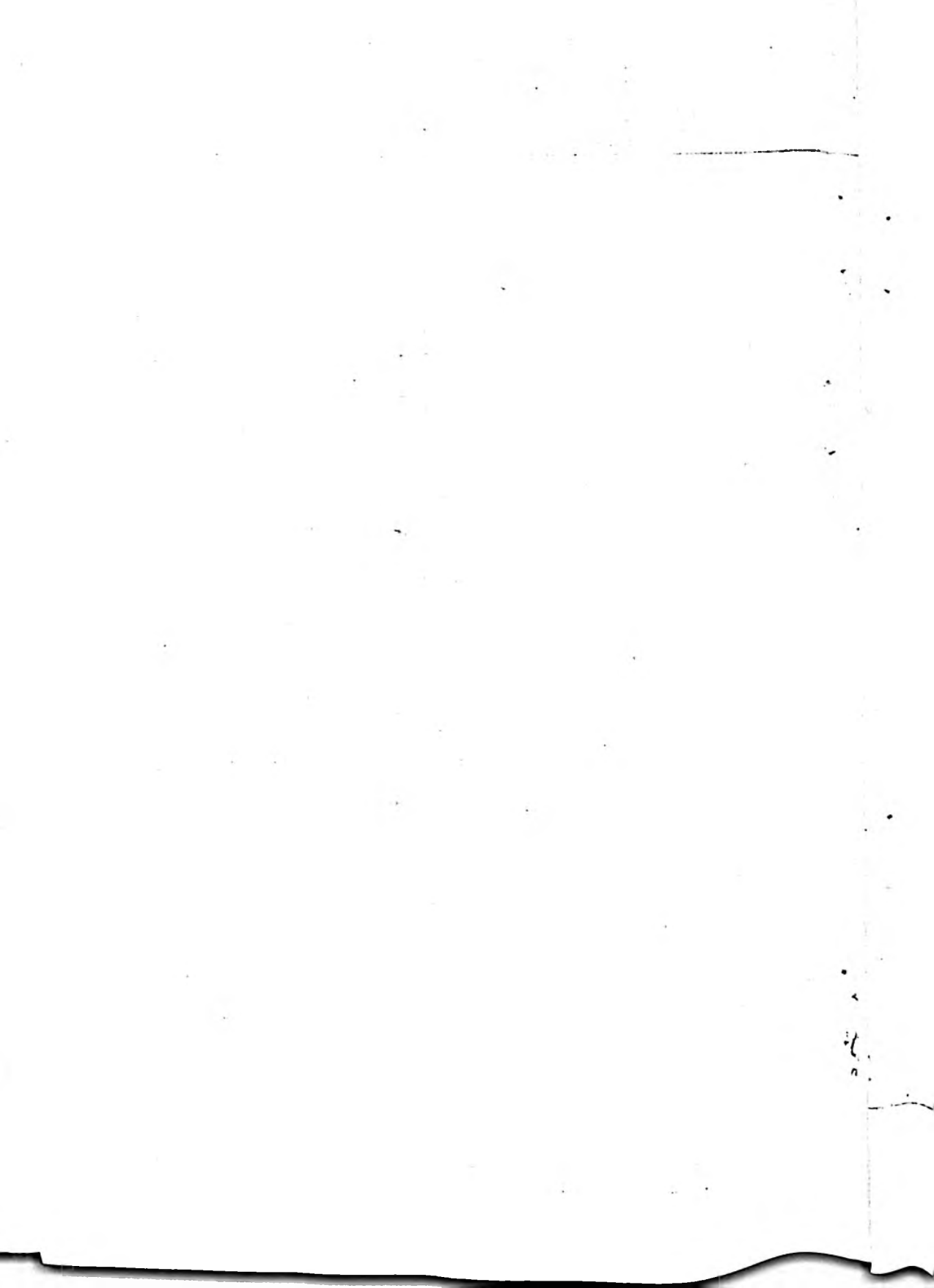
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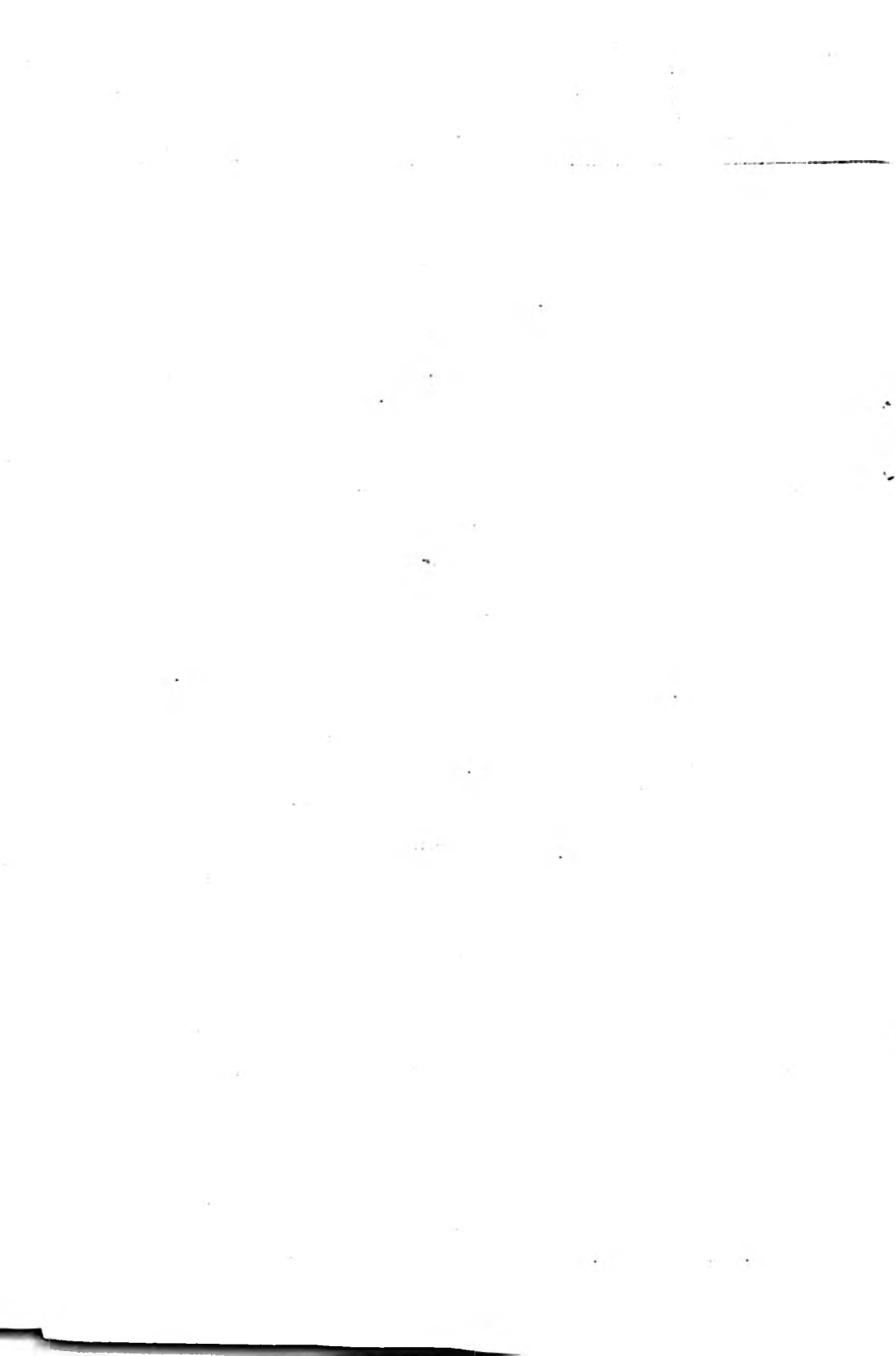
## I. PURPOSE OF THIS PAMPHLET

This pamphlet points out the general principles of club organization and functioning. It presents a direction in which we strive to develop our clubs. It presents for the most part the model club. Probably there is not a single club, even the best, that fits this model 100%. As a matter of fact, it would be incorrect if any club did because then it would not reflect the particular features of the area of responsibility of that club, its size, and its personnel.

What may be correct for a club of five members will not be correct for a club of 25. The kind of shop or community in which the club works, its social composition, its age composition, the relative level of Party consciousness of its membership, will all have a great bearing on how to develop the club in the directions indicated. There can be no blueprint, and great flexibility is required. Yet, the direction for which we strive is not at all arbitrary, for unless it is pursued, the Communist Party cannot exist as a party of the Leninist new type.

## II. PLACE OF THE CLUB IN THE PARTY SYSTEM OF ORGANIZATION

The club is the basic organizational unit of the Communist Party. It is the only organizational form that all Party members are required to belong to, and through which the club is the primary form through which Party membership is determined. It is the form through which the Party has the widest contact with the working class and the masses of people, thereby gaining a knowledge of their needs, problems, aims, and aspirations and struggles. It is the widest available form through which the Party can reach the masses to influence their thinking, and initiate them into the Party's program for their needs. The experience of the



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must be the starting point for all policies and decisions of section, county and district committees; and of the National Convention, the National Committee and its standing committees. It must also be the concluding point of their policies and decisions, for here they must receive the widest test of application among the masses. There can be no approach, therefore, to building the Communist Party that does not focus on building and strengthening the clubs as the basic unit of the Party.

In implementation of this position of the club in the total system of organization, the Party Constitution establishes certain rights and responsibilities. Individual members and clubs have the right and responsibility to express themselves in Party meetings and publications prior to adoption of decisions, or during pre-convention discussion periods on all policies and work of the Party. They also have the right to appeal a decision to leading Party bodies or to ask for review of a decision by the body making the decision. Each club and its individual members, once a decision is made and even if a review or appeal is pending, has the right and responsibility to carry out all relevant decisions.

### **III. PURPOSE OF CLUBS**

The club has the aim of organizing, initiating and participating in the struggles of the workers and other popular masses who are within its area of responsibility, for their needs, based on the policies of the Party. Its eventual aim is to win these masses as a whole to support the Party's policies, including the socialist goal. Its aim is also to build the Party among these people and at the same time to develop Communist qualities of its own membership to the maximum.

### **IV. THE CLUB AS ORGANIZER AND LEADER OF MASS STRUGGLE**

The Communist Party exists to organize and help guide the mass struggles of workers, Black, brown and white, and all work-



ing people, for their daily needs and for socialism. The acid test of a good club, therefore, is its role in mass struggle. To be able to organize and lead struggles, to win masses for the policies of the Party, the club must have ever-growing mass ties and connections and ever-deepening knowledge of its area of responsibility.

## **A. The Necessary Knowledge**

The following are the kinds of knowledge required.

**1. Extent of area of responsibility.** For a shop club this is clear. Which shops is the industrial club responsible for? What are the exact geographical boundaries of a neighborhood club's area?

**2. The people within the area of responsibility.** This includes size of population, class, national and age composition, party affiliations, religious beliefs, number of registered voters, union connections.

**3. Organizations.** This includes size, makeup, character of activities, leadership; political trends of all the organizations in the neighborhood, shop or industry such as rank and file movements, union committees, political clubs, fraternal and nationality organizations, civic or improvement groups, PTAs, youth groups, women's clubs, churches, movement organizations of social struggle, etc.

**4. Issues.** What objectively are the most important issues facing the workers in the shop, industry or neighborhood? Which issues are they most agitated by? What is happening on these issues? Which forces have a positive position and which have a negative position on these issues?

**5. Political Action.** The club should know the various election districts, the electoral calendar, the particular character of political parties and electoral formations in the area.

Obtaining such information is not simply a matter of research: much of it comes in the process of activity. Absence of some information should not hold back struggle initiatives.

## **B. Special Communist Contributions to Mass Struggles**

**1. Club Strategy.** Every club should have a strategic aim and line for its area of responsibility. This will be a concrete application of the strategic line of the Party Program as implemented on the district, county and section levels. For a community club this might be to build the coalition of anti-monopoly forces around a specific program of struggle to the point where they become dominant over the forces of monopoly in that community. If the club territory embraces a councilmanic, assembly or congressional district, achievement of the strategic aim might be registered in election of a candidate of that coalition.

The strategic line is to build a coalition of the class and social forces which exist in that community who have a stake in fighting the impact of the monopolies there. Usually this will consist of working to project the workers, Black, brown and white, as the leading force in the coalition, with the whole Black community as their main ally. Strategy also requires identification of the main enemy, the local expressions of monopoly domination, and of those whom we aim to neutralize but have no expectation of winning for progressive struggle because of their class position.

For a shop club, the strategic aim is to change the balance of forces in the shop between the company and the workers. The strategic line is to unite the workers based on the left current, building a following among workers in the decisive departments—production workers, distributive workers, etc. The left current would act in coalition with center currents among the workers, struggling for a rank and file shop program and seeking to develop trade union consciousness, and within that, a class conscious group that goes beyond the direct economic questions in the shop. Identification of the enemy is not only a matter of

pointing to the company itself and supervisory employees, but also to any definite company men planted or bought by the company who may be in the union or in the shop. A strategic victory may be a contract which reflects a shift in the balance of forces or some victory over grievances that reflects it. Election of a union leadership that reflects the left-center coalition, one that is trade union conscious or even class conscious rather than consciously or unconsciously class collaborationist, would be a sign that the balance of forces is shifting.

**2. The Issues of Struggle.** A complex judgment is involved in the club's collectively selecting the issue or issues for concentrated effort around and through which the strategic coalition will be built. We must know which issues are objectively most important for the basic sections of the population, and also what they are most agitated about and what they will move on most easily. What is true on issues for the country or district as a whole may not be the same for the particular area of responsibility of the given club. The practical possibilities of the club, considering its forces and their connections, will also have to be considered in the club's selection of the issue or issues that will serve as the key link for concentrated effort in order to move us fastest along the strategic path agreed upon.

The way in which issues are interrelated in the course of struggle should also reflect the consideration of these different aspects of the national and local picture. The daily issues of struggle and organization are tactical questions which may be valid for some time or change rapidly in the pursuit of the strategic aim. When the focus of struggle is a national issue the club should try to link it with a related burning local issue, and when the focus is a local issue, to link it with the central national struggles. Attentiveness to seemingly small issues that agitate the masses is important. Struggle, motion, once begun, opens up many new possibilities. Failure to initiate activities around the central national or district issues, or a tendency to ignore them and not link them with existing struggles on local issues, would be to dissipate the

efforts of the Party and limit the value of a democratic centralist organization; substituting autonomous local groups in a federated type organization. It would reflect local provincialism and exceptionalism. Action on every national and district issue without strong links to issues developing out of local circumstances would be mechanical and would rob the national movements and the Party of the necessary building up of grass roots ties.

The struggle to avoid world war, to end particular brutal aggressions by U.S. imperialism such as in Vietnam, becomes a key issue; affecting the solution of all issues in a basic way. It is, therefore, necessary for all clubs and members, no matter what the character of their political work, to relate the peace question to their work in the most meaningful way and thereby bring added grass roots strength to the peace struggle as well as show the objective necessity for progress on the peace front to win more substantial gains anywhere else. Similarly, any particular issue of struggle that assumes central objective importance to the total national balance of forces at a given moment should be related by every club and every member to his or her work in some way. The struggle to free Comrade Angela Davis is such an issue.

Among the many issues that U.S. state monopoly capitalism imposes on the people, around which the club will organize struggles according to national and district decisions, and its own circumstances, are:

- U.S. imperialist aggression, threatening of world peace, and militarism.
- Racism; seen in greater unemployment, harder, dirtier, less safe jobs, lower pay and job classification, failure to upgrade, poorer quality education with suppression of national culture, lack of community services, discrimination in housing, police brutality, etc.
- Unemployment and job insecurity, wages and working conditions, management prerogatives, health and retirement plans,

anti-labor legislation.

- Repression of Communist and progressive political activity, racist repression in the ghettos and barrios.

- Housing, schools, health, day care, recreation facilities, mass transit, taxes, air, water and food pollution, inflation, welfare, etc.

In all these struggles, all clubs have certain common tasks essential for the achievement of the strategic aims.

**3. Industrial Concentration.** No matter what the issue or the organizational instruments, the aim should be to reach workers, especially those in basic industry, and draw them into the struggle and into its leadership. This can best be done by linking the particular issue with the immediate needs of the workers.

All clubs should develop the widest support for the immediate struggles of the workers, such as in major negotiations and strike struggles, in opposition to anti-labor legislation and in support of pro-labor legislation. They should show the various mass organizations and movements in which club members participate their own stake in supporting such labor struggles.

Every club should reflect industrial concentration by singling out a shop (a department in the case of a shop club) for concentrated effort over a period of time to build the influence of the Party's policies and build a shop club. If there is no important shop in the territory of a community club, then a working class housing project or an area of a few blocks may be the point of concentration with the aim of building a Party club there.

**4. The Fight for Unity.** Around every issue and club activity, all clubs seek to build unity in progressive struggle; working class solidarity in the first place. The heart of class solidarity as well as of multi-class popular unity is Black and white unity. Such unity can only be built based on the struggle of Black and white for the special needs of the Black people, and against influences of racism, a ruling class ideology, among white



working masses. The struggle for the special needs of Black people and against all expressions and reflections of racism must therefore be part and parcel of every social struggle. This will include the full participation of Black people in the leadership of all people's organizations.

Depending on location, the same could be said of the necessity always to struggle for the special needs of, and against chauvinism aimed at, Chicanos, Puerto Ricans, Indians and those of Asian background. In order to develop class unity and popular unity, there must also be a fight for the special needs of youth and women, and against anti-youth and male supremacist expressions of ruling class ideology. The struggle against all internal club reflections of such ruling class ideology should be connected with the mass struggle on these questions. The fight for unity also requires a struggle against anti-communism and its most virulent international form, anti-Sovietism.

The struggle for unity is a permanent feature in all club work. Depending on the objective of the given struggle, there will be a necessary minimum basis for unity of action. We continuously work to widen the support for the struggle. We work to overcome obstacles to that unity and to develop at least a section, if not the whole movement, to new higher levels of unity of action through ideological struggle, leadership by example, etc.

**5. Mass Acceptance of the Party.** In every activity, all clubs should constantly seek to increase not only the acceptance of the policies of the Party but also acceptance of the Party itself as a legitimate and progressive organization on the U.S. scene. The forms will vary with the general level of legality among the masses which the Party has achieved throughout the country and according to the circumstances of the club and its individual members, but in every situation the effort must be to use to the fullest every opportunity for increasing the Party's mass acceptance.

Such acceptance of the Party disarms the ruling class of its splitting weapon of anti-communism. It helps the Party extend

the influence of its policies more rapidly and moves toward the situation in which the Party will become the leader of the working class and popular masses in struggle for their daily needs and for socialism.

The objective is not only to make known the Party's policy positions but to make its role in struggle visible to masses. The most minimum form is the mass work by every club member in such a way that at least 1 or 2 co-workers, neighbors etc. know that the person is a Communist, and that this circle gradually grows.

Systematic work by the whole club in circulating the *Daily World*, and the *People's World* (on the West Coast), is the most important means for influencing masses and winning full acceptance of the Party. Such work provides a major means for developing every other kind of mass work and contact with the people. Circulation of *Political Affairs* and of pamphlets and books is similarly important.

Regular distribution of leaflets at the point of concentration of the club, a community or shop paper, forums, a club party spokesman, etc., are other forms for achieving mass acceptance.

In addition to initiation and participation in broader mass organizations and movements, every club should seek to build some close, left intermediate forms which will help bring the influence of Party policy in action to wider masses and move the most advanced sections toward the club. Every club should aim to help build a parallel branch of the Young Workers Liberation League and other forms such as a Friends of the Daily World press builders club. In some cases, 2 or more clubs will have to combine efforts in developing such intermediate forms.

## **V. ORGANIZATION OF THE CLUB**

### **A. Area of Responsibility and Types of Clubs**

Every club should have a clearly defined area of responsibility,

determined by a leading Party body. For a neighborhood club, the geographic boundaries should be clear, as well as the shop, housing project or few-block area which constitutes its concentration point within those boundaries. In the case of a neighborhood club whose responsibility covers more than one real neighborhood, it should single out the key neighborhood within its area of responsibility for concentration of efforts to break off a new, real neighborhood club.

For an industrial club, which by nature is transitional to the development of shop clubs, the shops of that industry for which it is responsible should be clearly defined as well as the shop of concentration in which to build the first shop club. For a shop club, the department of concentration should be clear. Shop and community clubs are the two types of clubs the Party tries to build. Industrial clubs are transitional forms toward the building of shop clubs.

In special circumstances a club composed of members in a given profession may be justified, or some other temporary type of club. Functional or mass work clubs built around a particular type of mass work are not favored—they tend to develop a one-sided political approach to their work, since other types of work are separated from it. Special needs of comrades from different clubs involved in similar mass work can be met through district commissions and/or periodic caucus meetings, so long as their discussions are made a part of the club life.

Clubs in the Black community or barrio will tend to be all Black, Chicano or Puerto Rican as the case may be. For a short period of time after recruitment of new members, a district may find it expedient to form a new club not based on the shop, industry or neighborhood principle in order to consolidate the new members into the Party and prepare a proper home for them in the regular club structure. Such transitional club forms may especially appear useful with respect to specially oppressed peoples. The Communist Party, being the Party representing the unity of interests of the whole working class, does not consider

it a correct general principle of club organization, however, to establish clubs for the purpose of representing different segments of the class based on nationality, race, sex or age.

National and district commissions concerned with the fight for the needs of the specially oppressed, while composed substantially of those who are so oppressed, also are made up of those who can mobilize the whole Party and especially those who must carry the main burden of winning the foremost potential allies for the struggle.

The Party builds clubs on the basis of shop and neighborhood because these are the only types of clubs that can give the Party deep grass roots ties with workers and popular masses around all the problems they face in their living and working situations.

## **B. Club Size**

A club may be as small as three, such as three workers in one shop or three people in one housing project. Clubs have been as large as 60 to 100 people, meeting once a month and functioning between meetings in committees or teams based on an immediate community, mass work or even Party activity. Generally clubs are growing in size after the impact of McCarthyism, and the better clubs usually range in size from 8 to 15 members.

The main considerations on size should be:

**1.** To make the club as nearly as possible a shop club or real neighborhood club.

**2.** At the same time, to guarantee that it has enough members and the right combination of members to assure mass initiatives, a vital club life, and Party and press building consciousness, with the objective of building real shop and/or neighborhood clubs out of the original club. Three people in a shop club who are very active and conscious of the need for recruiting will rapidly produce a larger club. Three who do not have such consciousness are better off in a larger, more vital industrial club, for

they are not likely to function as a real Party organization with three alone.

### **C. The Club Conference**

Once a year the club should have an expanded meeting, a club conference. In convention years this should be during the pre-convention discussion period and prior to the district convention and any section or county conventions. The purpose of the club conference is:

- 1.** To review the previous year's work.
- 2.** To set forth the political line and main tasks for the coming year within the framework of the Party Program and national, district, county and section policies and the club's strategic line (or a new club strategic line presented to the conference).
- 3.** To adopt a club plan of work based on the political perspective set forth for six months' or a year's time.
- 4.** To elect club officers and the club executive committee, and if a convention is to be held, delegates to the convention of the next highest body.

### **D. The Club Plan of Work**

This should be prepared by the club executive committee and be acted on by the whole club at its conference or other full club meeting. The plan should leave room for unforeseen developments, including tasks assigned by higher bodies. It should single out the central mass issues to work on for the period of the plan that contribute to winning the strategic aim of the club and building the unity and alliances necessary for winning this aim. It should indicate the many organizational forms around which struggle on these issues will be de-



veloped, and the disposition of our forces. It may indicate one or more broader intermediate forms that are to be built for these struggles. It will indicate how our press and literature will be used to help these struggles and what leaflets will be needed, and how any possible public forum can be helpful.

The club plan, in addition to indicating the club's work in organizing struggle and in agitational work preparing for the next levels of struggle, should also project active propagandizing for socialism. This will include how to reach out widely with the *New Program of the Communist Party, U.S.A.* and with pamphlets dealing with socialism, the use of the Marxist-Leninist press, and other national and district materials. It will also include how the question of socialism will be injected into a community left forum or linked with immediate questions in a series of club leaflets, etc. A properly balanced program of activities of any Party organization should include not only struggle initiatives and agitational work but also propaganda for socialism, the exact balance among these three aspects being determined by the particular circumstances.

The plan should include the educational work of the club for the period, starting from an estimate of what will be the main ideological obstacles encountered in the mass tasks; which press, literature and leaflet forms can help to overcome them, and how club meeting educationals, club classes or a club-organized study group of friends can prepare us to meet the mass ideological questions. The educational program should also start from an estimate of what are the key problems hindering the club's development and growth. It should include working out the club meeting educationals, club classes, etc., and participation by club members in district and national schools to meet these problems. It should include cadre development for the work of the club.

The plan should include a special section on the building of the *Daily World*, and the *People's World* (on the West Coast). It should include how every member will use the press in some way:

get subs from co-workers, friends, neighbors, contacts in mass organizations; participate in regular sales at the concentration shop or housing project. It should include plans for developing a route, mobilizations for mass demonstrations, etc., possibly in cooperation with another club. How will the paper be used to influence the mass developments? How will the club help build a press builders organization of Party and non-Party people?

The plan should include the use of *Political Affairs* and *Party Affairs* and of advanced non-Party publications, and the use of pamphlets and books.

The club plan of work should include a recruiting plan. The thrust of the plan should be toward workers in basic industry, and within that, toward Black workers, Chicanos, Puerto Ricans, Indians, youth and women—and toward militant activists. Wherever there is a club member who is the lone Communist in a shop, a neighborhood or a mass organization, the central task for the whole club is to help that member recruit another Communist and thereby open up the possibility for real collective struggle and organization there and the building of a new club in that shop or neighborhood.

Goals should be set and prospective new members listed and assignments made. In addition to the mass activities discussed—the use of Marxist press and literature, the building of intermediate organizations and other mass educational forms—special forms for recruiting should be developed. These include Marxist study or discussion groups, classes for those considering membership, sample club meetings open to attendance by invited guests, and club social and cultural events. Regular checkup on progress is required.

The plan should indicate how the club itself, or in cooperation with other clubs, will help build the existing or yet to be established youth league branch.

The plan should include social and cultural and fund raising activities and the fight for higher standards of club functioning. Those aspects of the plan that are dependent on what the Party

itself does can be more definite as to quantity and quality and time period, whereas the other tasks can be stated only in terms of broad aim. Without a plan, however, the club will do individual good deeds but perspective, development, a real sense of accomplishment and confidence that the Party is going forward and changing the situation for the people will be missing.

## **E. The Club Meeting**

The whole club should meet regularly every two weeks. There may be emergency periods when a weekly interval is required. Where great distances, of 50 miles or so are involved, or clubs on the order of 50 or more members exist, a meeting every 3 or 4 weeks may be satisfactory. Experience shows that there is not a correct understanding of the role of the Party and its relationship to masses in struggle when clubs meet either less or more frequently.

The club meeting, except in a special emergency, should last  $1\frac{1}{2}$  to 3 hours, more likely 2 to  $2\frac{1}{2}$  hours. Shorter meetings indicate that there is a lack of feeling that the Party is needed to give collective leadership to mass struggle and to change the course of events. Longer meetings indicate either rigid, mechanical approaches, trying to pre-determine every detail of mass activity, or an unhealthy situation of inner struggle, or an inability to decide priorities, or notions that the revolution is coming tomorrow and therefore everything must be decided at one sitting. There should be a regular meeting time so that it can be planned upon. Since the club is the basic unit and Party membership is determined in relation to the club, attendance at all club meetings is very important for all members. The meeting time should therefore be set to insure maximum attendance, and not to test the revolutionary zeal of all members.

Every club meeting should begin with adoption of an agenda presented by the club executive committee, or in its absence, by the club chairman or another officer. The agenda and the club meeting should show prior preparation. The person chairing the

club meeting can be either the club chairman or another executive committee member, or there can be a rotating chairmanship of the meeting.

It is best to begin each meeting with an educational. This can be 30 to 60 minutes in length. Having the educational at the start of the meeting guarantees that it is not postponed as the least pressing business. Every meeting should have an educational because it is the only guarantee that every member receives some Party education aimed at helping develop his or her contribution to the cause of the Party. This also assures that there is a certain common ideological basis for the political work to start from. Many forms are possible. The subject matter may be a theoretical question, a current development, an ideological problem in the mass movement or in the Party, etc. But it is best that whatever the subject, it flow from an estimate of what the club needs to carry forward its work, not just a nice subject that a couple of people are kind of interested in. The form may vary: a leading comrade may be invited to make a presentation or lead a discussion, or a club officer or member may do the same. The basis may be a *Political Affairs* or *Daily World* (or *People's World*) article or a pamphlet. Even where the form is an extended presentation, there should be time allowed for questions and discussion.

A major portion of the club meeting, 1 to 2 hours, should be devoted to the political work of the club. This can be handled in a great variety of ways. Meetings of higher bodies should regularly be reported to the club. A National Committee meeting is best reported in the context of the district application of the decisions; projecting some concrete club applications relating to the club's strategic line and plan of work.

It may be that the club is to hear a report on club peace work and there has been a District or National Committee discussion of this. In this case, a separate report on the meeting of the higher body would not be given, but it would be worked in as the framework for the club report on peace work.

A report with concrete proposals on club activity in a given

field of struggle will often be presented to give a longer term perspective in that field of struggle. The relationship of the particular field of struggle to the strategic line and plan of work should be indicated so that it is not seen as a diversion or something apart from it.

Sometimes, instead of a comrade being asked to report on the long term perspectives in his or her area of work, several comrades at one meeting will present an immediate tactical problem, to get the thinking and help of the collective. A report may be given on press work, literature, fund raising, recruiting, on a political basis. Its starting point would be a review of past work, a setting forth of the particular area in relation to the mass strategic line and tasks and the plan of work; with the projection of goals and methods; ideological, political and organizational problems; etc.

Larger clubs may wish to divide the club into 2 or more parts, for part of every meeting or every other meeting, for some or all of the discussion of the political work. The division may be on the basis of several comrades in one shop or closely related shops, in one narrower neighborhood, or one mass organization, where there would be both discussions of longer term perspectives and of immediate tactical problems. Such division assures more detailed help more frequently to the greatest number of club members in a large club, and prepares the ground for transition to new shop or community clubs.

The aim is to help every comrade, not only in his or her general outlook, but in his or her specific area of work, at every meeting, or at least every other meeting, or through supplemental help from the club executive committee.

Organizational questions should consume the least amount of time, no more than 30 minutes when they are check-up points, making of arrangements, collection of dues, assessments or fund drive pledges, sale of literature, etc. As indicated, these same points may also at times be one of the major points on the agenda, in which they become a political-organizational report for discus-



sion and action, and not just a check-up point.

Many good clubs do not put dues and fund collections and literature sales on the agenda at every meeting. The person in charge arrives early and leaves late, takes up the matter with each person individually before and after the meeting, placing the point on the club agenda only when it is for a major political discussion.

A good agenda will consist of the educational, one or two major discussions of political work, and brief organizational check-up points of 10 to 30 minutes total duration. Any matters that cannot be handled in this framework should be handled by the club executive committee, individual officers or committees between meetings.

## **F. Election of Leadership**

The outgoing leadership should make recommendations on the structure of leadership and on the personnel. Consideration should be given not only to what particular functions of leadership are required and who can best perform the particular functions, but also to the overall roundedness and composition of the executive committee as the leading political collective of the club. Annual elections are constitutionally required, as is a secret ballot, should any one request it. Other aspects of election procedure are best decided according to club circumstances.

## **G. The Executive Committee**

The executive committee is not a separate Party body or organization, but rather is a committee of the club, elected to provide leadership to the work of the club. It prepares the agenda for club meetings and assures that the decisions of the club are executed. It should prepare thinking for the club on all major political questions and problems of the club's work. All major questions should then come before the full club meeting.

The executive committee should be able to take up and act on questions that cannot come before the club either because they are of lesser importance and there is no room for them on club agendas, or because they are so urgent they cannot await the regular or even an emergency club meeting. All actions of the executive committee are subject to approval or reversal by the full club. The work of the executive committee should be reviewed at least once a year at the club conference, when the new executive committee is elected.

The executive committee, because of the political development of its individual members, their involvement and role and composition, taken as a collective, should be the group most capable of giving leadership to the work of the club. It should meet regularly once between club meetings, and on call.

To assure that the club meeting has preparation and direction, and therefore is not just a discussion society, and that club work is carried on between meetings, it is necessary for every club of 5 or more members to have an executive committee. The minimum size is 3, and in large clubs of 25 or more members the executive committee may be as large as 7 or so. The club chairman should be a member of the executive committee. If the club has an organizational secretary and/or an educational director, they should also be on the executive committee.

Every member of the executive committee may have a specific function, such as membership secretary, financial secretary, press director, literature director, or committee member in charge of peace work or some other mass field. Some may be members without such specific assignments, being on the committee because of their level of development or mass ties.

Not every person with such specific club responsibility need be on the executive committee. Its size and composition should be considered in relation to the size and other needs of the club. When the executive committee is discussing a particular area of work, the person responsible should be invited to participate. The executive committee may also invite to its meeting several com-

rades in a particular area of mass struggle in order to give them more detailed help than they can get at the club meeting.

If the club is too small for an executive committee having only 3 or 4 members, it still must have a club organizer—a chairman; and at least one other person with a specific club function. The danger of directionless or planless meetings is even greater with small clubs, so that it is most important that the club chairman have some exchange with the other club functionary in advance about the agenda of the meetings.

## **H. Officers**

The number of officers and their particular functions and titles will vary with the club situation.

There should be assignment of the following kinds of work to particular people: calling the meetings and informing absent members of time and place, recruiting new members and looking after the good and welfare of the existing membership, collection of dues, southern solidarity and convention assessments and fund drive pledges, other fund raising, keeping of financial records and control of disbursements, educational work, press work and literature. In a larger club each of these functions may be handled by a separate person. In a smaller club there are several possible combinations, though someone should have responsibility for each. An organizational secretary may be responsible for calling meetings, recruiting and the fight for the membership; collection of dues and other money, and other fund raising and control; or this may be assigned to two people, one of them a financial secretary. There may be only one person for both press and literature, or the educational director may also handle literature, or some other combination. As the club grows, each function should be held by a separate person.

**I. Chairman.** Every Party body, including the club, must have a political leader, the club organizer, usually called the club chairman. The chairman will be concerned with the overall polit-

ical direction of the club and, in conjunction with the officers directly responsible for ideological and organizational work, with major problems in these areas. The chairman chairs the executive committee and may or may not chair the club meetings. Between club and executive committee meetings the chairman can act when necessary in behalf of the club or executive committee, subject to their approval. The chairman may or may not be the club representative on higher bodies, according to his or her available time and the club's needs. If at all possible, the club chairman should meet regularly with at least one leading body in order to help assure his or her further development and the best presentation of the work and thinking of the club.

In a small club, a club with a small number of officers or a club without an organizational secretary, the chairman undoubtedly will have some specific assignments for club organizational functioning.

**2. Organizational Secretary.** In a small club with a three-person executive committee, the second officer should be the organizational secretary. In this situation, the organizational secretary should assure full attendance at meetings, be responsible for club finances, recruiting, and probably press work. If a non-executive committee member handles any of these responsibilities, the organizational secretary should check on and give aid in its handling. Some of these functions might be shared with the club chairman.

In a large club with separate people for each of the functions, the organizational secretary should coordinate and aid and supervise the work in all these areas and should play a considerable role along with the chairman in seeing that the mass political line of the club is carried out, working closely with comrades in some of the key mass fields.

**3. Educational Director.** The educational director is responsible for organizing all the educational work of the club: club meeting educationals, forums, study groups, new members'

classes, participation by club members in classes and schools organized by leading committees, etc. In a very small club the educational director may also be responsible for literature and/or even press work.

As already indicated under the Club Plan of Work, the total educational program of the club should be developed from the standpoint of what educational activities can best help the club overcome its main problems and take its work forward. In its mass activities, the club will meet ideological questions influencing masses and the more advanced and left sectors that hinder development. Use of the press, books, pamphlets, specially prepared leaflets, forums and symposia aimed at these particular ideological questions is then part of the mass educational work of the club. Assuring that our own membership has clarity on these same questions, through club meeting educationals, special club classes, or attendance at classes and schools organized by leading bodies, is another vital part of educational work.

The possible forms and content for the regular club meeting educational were discussed under the Club Meeting. Inner club education must aim to equip the membership to deal with ideological and theoretical questions they will confront in the mass movements and to help overcome internal weaknesses holding back the club's work. It must also seek to give the club membership an on-going sound assessment of the major political developments internationally, nationally and in the district, and our line toward them.

General mastery of Marxist-Leninist theory as part of the continual raising of the level of understanding of the membership is also an aim of educational work. This can best be handled in special club classes or in classes and schools organized by leading bodies rather than in the 30 to 60 minute educationals at club meetings every two weeks.

Such forms as club leadership training classes are also best organized by leading bodies involving more than a single club. The club educational director would help guarantee that there are



such classes, and that the club is able to participate in as many as possible of the educational forms organized by leading committees.

Organization of a Marxist discussion group of those close to the Party on the basic theory or on the Marxist approach to a particular field of struggle close to the participants is an important educational form that can help recruit. Classes on the strategy and tactics of the Party, on the theory of the Party and how it functions are necessary for all new members. If the club is unable to organize them, then a leading committee should be asked to provide them.

**4. Press Director.** The press director is to lead and organize the club's activities in extending the circulation of the *Daily World*, or the *People's World* (on the West Coast). This should begin with assuring that every club member gets and reads the paper every day of issue in accordance with the requirement of the Constitution. It will include all the individual and group activities to build circulation, and the building by the club, or together with other clubs, of a press builders organization of Party and non-Party readers. The press director may also have responsibility for the organization of fund raising activities for the press. This aspect, however, may be part of the job of the comrade responsible for finances generally.

**5. Membership Secretary.** The membership secretary leads and organizes the recruiting work. The annual Party registration of all its members should be handled by such a person as well as keeping in touch with members who miss meetings, are ill, etc. The membership secretary fights for the membership, for their fullest involvement and development, and for more members.

**6. Literature Director.** The literature director is responsible for leading and organizing the work of the club in extending the sale and distribution of the literature the Party is promoting, to the club membership and to the widest masses possible in the

area of club responsibility. The literature includes *Political Affairs*, *Party Affairs*, and other periodicals; and pamphlets and books published by our Party, fraternal parties, Marxist-Leninist publishing houses and other progressive sources, which the Party wishes to promote. There should be an adequate supply and variety of literature at every club meeting. Every member should receive *Political Affairs*, *Party Affairs*, and copies of the reports to the National Committee and all other official Party documents.

**7. Financial Secretary and/or Treasurer.** The financial secretary leads and organizes the financial work of the club. This should include preparation of an annual budget of needed funds and of sources of income to be adopted at the club conference. It should also include the club's obligations to the district and national committees and to the press and for its own work.

The financial secretary collects dues, southern solidarity and convention assessments, sustainer and fund drive pledges from members, fights for the complete fulfillment of pledges, keeps the records and controls disbursements. A plan of fund raising affairs, alone or together with other clubs, and appeals to individual non-Party contacts for contributions of funds should be developed and implemented.

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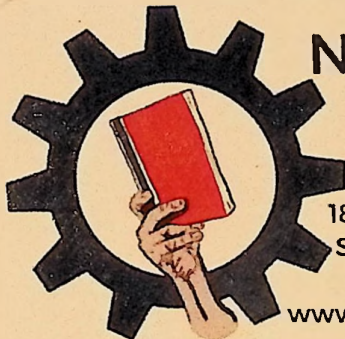
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