

Masters of their destiny -- DCI is established

by William Howard

Great ideas and great organizations frequently have humble beginnings. Drum Corps International (DCI) followed that model.

The first germ of an idea that grew into DCI came about with Jim Jones (founder and director of the Troopers) and Don Warren (founder and director of the Cavaliers) -- two icons of the drum and bugle corps activity -- happened to be standing next to each other in the men's restroom at a Delavan, WI, show.

They were discussing the problems faced by even the most successful and powerful drum and bugle corps in the activity. They recognized that no drum and bugle corps, regardless of its level of success, was master of its own destiny.

That didn't seem right to them, since the entertainment act was where the real power inherently lay. They resolved to talk right after the 1970 season ended and tried to work up a plan that would shift the center of power in the drum and bugle corps activity to the drum and bugle corps organizations, thereby allowing the

organizations to become masters of their own destinies rather than being pawns for the veterans organizations and other major show sponsors.

When the season was over, Jones and Warren had a number of lengthy phone conversations during which they began to develop a plan that would advance their dream of an activity governed by the participating units rather than outside forces.

They decided to start with a small group of well-managed corps where the directors, like themselves, had the management skills as well as the ability and the authority to speak for and commit their corps on their own, without having to continually seek the approval of some committee within their organizations.

Because they competed regularly in the Midwest, both Jones and Warren had ample opportunity to know about the Blue Stars from LaCrosse, WI, and the Madison Scouts from Madison, WI. They were also aware of the Santa Clara Vanguard from Santa Clara, CA.

All three of these corps were strong organizations which were growing consistently stronger. They also had the management structures that suited their model of the strong, central leader.

The Blue Stars corps was a relatively new unit which, although it came from a smaller town than most successful corps, was doing well, both competitively and financially, under the direction of David Kampschroer.

The Madison Scouts corps was under the direction of Bill Howard, an alum of the organization, who only three years earlier had rescued the popular corps from disaster which nearly put them out of existence after the death of the corps founder, C.H. Beebe.

In the case of Gail Royer and the Santa Clara Vanguard, Jim Jones had good knowledge of the organization because much of Santa Clara's staff had strong ties to the Trooper organization.

Upon being asked if they were interested in joining with the Troopers and the Cavaliers in



KILTIES, Racine, WI (1972).
Photo by Moe Knox from the collection of Drum Corps World.



27TH LANCERS, Revere, MA (1972).
Photo by Jane Boulen from the collection of Drum Corps World.



ANAHEIM KINGSMEN, Anaheim, CA (1972).
Photo by Jane Boulen from the collection of Drum Corps World.

the drum and bugle corps restructuring plan, all three of the directors said they were.

Thus was born the pre-DCI organization which became known as the Combine (a name that the group decided to use because it was more benign than other names used by the media and other suspicious people).

In those days, there was no such thing as full-time drum and bugle corps directors and/or staffs. Everyone involved had real jobs and drum and bugle corps was an extra-curricular activity. The five managers made up a diverse but highly experienced and professional group.

Jim Jones was founder and owner of his own highly successful construction company in Casper, WY. Don Warren was a very respected insurance executive. David Kampschroer was Assistant Superintendent of Schools in LaCrosse. Bill Howard was part owner and vice president of a several hundred employee construction company and Gail Royer was a music educator in the Santa Clara, CA, school system.

The plan that evolved was for the group to market itself as a total entity. Show sponsors were required to take all or none of the group. Because all the groups were highly competitive, they felt that the way sponsors gave out prize money was unfair. So, instead of having one or two very large prizes at the top, with minuscule payments from third place on down, the group established an appearance fee schedule in \$100 increments from first to fifth place.

They did not wait to see how much sponsors would offer for the package. Rather, a price was established which the directors felt was reasonable for both the corps and the sponsors and they set out to find sponsors willing to pay for the act.

To facilitate touring, sponsors were asked to take the group at a time of the corps' choosing, which was not necessarily when the sponsors were accustomed to scheduling their shows. To be sure, a sensitivity was shown to the needs of the sponsors, but for the first time, the corps were willing to push the sponsors to accommodate their needs, because it felt that there was overwhelming justification for doing so.

The Combine members recognized that this was somewhat high-risk because it had never been tried before and sponsors might resent having to yield some of their autonomy. But

the group was determined to stick together regardless of the consequences.

The group prepared to sit out a particular date rather than let any sponsor whip-saw them. The corps were also prepared to (and in some cases did) run their own shows at a time and place of their choosing.

The plan was to seek some new sponsor or, failing that, to become its own show sponsor. The strength of the belief in the power of the act gave the group the courage to proceed down this unexplored path. After making their plans and steeling their resolve, the directors began to contact sponsors.

The reality turned out to be that show procurement went rather smoothly. Most of the sponsors understood the Combine's position and, although they might not have been overjoyed at having to pay more and in other ways accommodate the needs of the group, they generally went along with the plan.

The economic reality for the sponsors was that, with that package of corps, they could afford to pay more and probably still make more profit. A schedule was soon established for what turned out to be a successful season.

Prior to the Combine, a group of Eastern corps organized under the name United Organization of Junior Corps (UOJC). There had been a great deal of mistrust between the Eastern corps and the Western corps (and, for that matter, among the corps themselves in their own regions).

The six corps in the UOJC were: 27th Lancers (Revere, MA), Garfield Cadets (Garfield, NJ), Boston Crusaders (Boston, MA), Blessed Sacrament Golden Knights (Newark, NJ), St. Mary's Cardinals (Beverly, MA and Blue Rock (Wilmington, DE).

At that time, those were the strongest of the Eastern corps. Such was the state of the major corps in the activity for the upcoming 1971 season -- two regional groups of corps, each of which represented the strongest five corps in their areas.

Not all parts of the drum and bugle corps activity understood or agreed with what the two power groups were trying to achieve. The smaller corps and the various drum and bugle corps associations certainly felt threatened and the media did little to calm those fears.

Don Warren was the "lightning rod" that

took most of the heat. Kampschroer, Royer and Howard were newer to the activity and not as well-known.

Jones, being in Casper WY, was surely not physically located at the hub of the activity. So it was Warren, an outspoken and visible director, who became a defacto spokesman.

Besides numerous nasty phone calls, two incidents particularly stick out in Warren's mind. One was trying to explain the reasoning and motivation of the Combine to the Illinois Drum and Bugle Corps Association which was, at that time, one of the strongest associations in the activity.

The bulk of the association's members seemed quite unwilling to even listen or try to understand the explanations being offered. So, Don was ushered out of the meeting, even though his corps was a member of the association.

The other memorable event was the cover of an eastern drum corps publication which depicted a large grain combine crushing a kid in a uniform under its wheels. At the controls was an individual with a large cigar in his mouth (a not-so-subtle reference to Don Warren whose trademark was the omnipresent cigar). The headline read "Drum Corps Is Dead."

Despite these and other displays of displeasure and mistrust by parts of the activity, things actually went fairly smoothly for both groups for the 1971 season. Neither group bothered the other, nor did the groups try to take advantage of each other.

Thus, a certain amount of trust and goodwill among those 10 corps was built up, where very little had existed before. The biggest controversy came about because 1971 was the year of the Clown and Alice.

The Cavaliers and the Madison Scouts both produced theme shows using costumes. The Cavaliers performed a circus theme with clowns and acrobats. Madison did a Disney-type theme utilizing Alice in Wonderland to introduce and interact with a number of children's characters, all in costumes.

The controversy came about because the rules of both veterans organizations were silent on the use of costumes and there were no strict definitions of what constituted a uniform. Even though the use of costumes generated some discussion, since there were no specific prohibitions against them, they were allowed all



ST. ANDREW'S BRIDGEMEN, Bayonne, NJ (1972).
Photo by Moe Knox from the collection of Drum Corps World.



DES PLAINES VANGUARD, Des Plaines, IL (1972).
Photo from the collection of Drum Corps World.

season long. Most corps looked upon the issue as one which opened up interesting possibilities for the future.

Then came the VFW Championship in Dallas, TX. At the managers meeting, Tony Schlecta, the VFW person in charge of the national championship contest, announced that there would be no costumes because he deemed them to be non-military and, furthermore, if any were used, they would be penalized at two points per costume -- obviously the death penalty.

Since the Cavaliers were not in Dallas (having decided to attend the American Legion Convention instead in Houston, TX), this ruling affected only the Madison Scouts. It was, however viewed by the group assembled as an affront and an assault upon the entire activity.

Even the spirited support from Jim Jones (who, at that time, had the greatest influence because the Troopers were the defending VFW National Champions) was unable to sway Tony from his position. Thus, Madison had to perform its show without the costumes.

Schlecta's unreasonableness about costumes added one more grievance to the list the corps already had with the VFW. They were also opposed to military-type inspections, the mandatory parade and the judged requirement that show tempos be consistent with a military cadence of approximately 120 beats per minute, thereby severely limiting creativity.

This latest incident in Dallas, even though it affected only one corps directly, suddenly brought the managers to the realization that enough was enough.

As the directors left the pre-show meeting together, they found an empty room and, in a relatively few moments, decided that it was indeed time for the corps to form their own formal organization. The 10 corps in the Combine and the UOJC decided that, based on competitive excellence, three other corps should be invited to participate in the formation of the new organization.

Those corps were the De La Salle Oaklands (from Toronto, the only Canadian corps), the Argonne Rebels (Great Bend, KS) and the Anaheim Kingsmen (Anaheim, CA). All agreed that they would meet at the annual American Legion Uniformed Groups Congress in Indianapolis, IN, in November to work out the details of a new organization.

November came and every one of the 13

chosen corps was represented as planned. While the instructional staffs were attending the rules sessions, the directors of all of the corps met in a room in the hotel where most were staying. (Although the titles varied among the people in charge of the various corps, generically they were all referred to as directors.)

There was an enormous amount of optimism and good will among all of the representatives and a unanimity of opinion that had been most uncommon among the corps in the past. Everyone sensed that history was being made, that the group would be judged by the level of success or failure of the fledgling organization -- and failure was not an option.

They knew instinctively that if there was not complete cooperation among the group, and a submission of the rights and values of the individual units to the greater good of the activity, they likely would not be successful.

Much needed to be done. It was agreed by all that one person would need to have the complete support from his organization to speak for his corps and bind it contractually, without going back to his board of directors (or whatever form of management structure the unit had) to ask for permission to do something.

Time simply did not allow for any individual unit to practice group dynamics. Further, nearly everyone felt that an organization which didn't have a strong, central leader was foredoomed to failure anyway. Without that absolute authority being vested in a single person, a corps would not be able to belong to the new organization.

Choosing a name for the new organization took very little time. A few minutes of discussion and someone suggested "Drum Corps National." Everyone was about to congratulate themselves on a name well chosen, when Bob Cobham, director of De La Salle Oaklands from Canada, said, "Where does that leave us?"

With that reminder, it was a very quick step to "Drum Corps International" or DCI.

There was the matter of a management structure for the organization. Partly because of the availability of the people among the group and partly to calm regional paranoia between Eastern and Western corps, it was decided to have co-executive directors for the first year.

David Kampschroer, Blue Stars director, handled the Western area affairs and Hugh Mahon from the Garfield Cadets looked after the affairs in the East. These were, of course, part-time positions for which each was to be paid the princely sum of \$200.00 per month.

Then there was the matter of money. There wasn't any and some was needed. A plan was agreed upon whereby the director of each corps would personally sign a note in the amount of \$2,000.00, with the understanding that the individual would be personally responsible for the debt if his organization could not.

Bill Howard took those notes totaling \$26,000.00 to his corporate bank and, with his personal assurances that everything would turn out alright, the bank issued DCI an \$18,000.00 line of credit which, incidentally, DCI never drew upon.

A great deal of attention was paid to the next contest season -- how to deal with the veterans organizations and other show sponsors, particularly those that billed their shows as national championships. There were also the matters of the contest rules, touring ideas, how to handle recording rights and what to do about a championship contest.

The right of the corps to have control over these things was, after all, the prime moving force in the formation of DCI. All wanted DCI to have the ability to control these things for what was collectively perceived to be the good of the activity.

During this phase, individual corps really stepped up to help the common good and, where necessary, to help each other. Major ideas covered at that meeting were:

1. It was agreed that, in order to build the DCI Championship into the only recognized Championship, none of the corps would attend either of the veteran's national championships. This meant that Gail Royer agreed to have the Santa Clara Vanguard forego its right to defend its VFW Championship that had just been won the previous season.

At the same time, the Cavaliers had a major problem because, although they were fully in support of DCI, they needed to attend the American Legion National Championship to satisfy their American Legion Post, which was a major financial sponsor. They were allowed to do so in order to avoid serious financial hardship and because it was felt that if only one of the top corps appeared, it would not harm



ARGONNE REBELS, Great Bend, KS (1972).
Photo by Jane Boulen from the collection of Drum Corps World.



COMMODORES, Stockton, CA (1973).
Photo by Jane Boulen from the collection of Drum Corps World.



MADISON SCOUTS, Madison, WI (1973).
Photo by Wilson Leong from the collection of Drum Corps World.

the prestige of DCI's new championship in any way.

2. A great deal of thought was given to a championship show -- when and where to hold it, as well as ideas to ensure that it was a success, even the first year. Many good ideas were discussed. Then, since it was obvious that the group was not going to set up, promote and operate that show, the details were left in the hands of the two new executive directors.

The group also had the wisdom to set up the policy that, for the DCI shows (at that moment the championship was all that was contemplated and the idea of regional shows was not discussed), operational and competitive details would be under the strict control of the executive director, the contest director and the chief judge.

Their decisions were unreviewable by any of the corps or the board of directors. The corps' only recourse in the event of disagreement with how they handled things, would be to replace one or more of those three individuals for the following season. As competitively minded as everyone was, they all understood the folly of trying to manipulate the contest for the benefit of an individual corps.

3. All corps agreed that, as a prerequisite to membership in DCI, each one of the corps must compete in the DCI Championship. They also agreed that there would not be any large number of DCI members appearing at any of the other major shows, particularly those that billed themselves as national championships, so that there was no possibility that any show other than DCI could lay a legitimate claim to producing a national or international champion.

4. It was decided that, even though DCI should henceforth sponsor and control the rules congress, for practical reasons the 1972 season would operate under essentially the rules produced by the American Legion sponsored Uniformed Groups Congress which the directors were presently attending in Indianapolis, with the possible exception that some rules might be retained if they passed the rules congress, but were subsequently vetoed by the American Legion rules oversight committee.

5. The World Open show was run by Ray Samora who also controlled Fleetwood Records, the major drum and bugle corps recording studio of the day. Many corps were not pleased

with the way they were treated with regard to recording rights and the ability to receive royalties.

The Combine members had already established the principal that Samora could not record the Combine members. This had come about when the corps were in Michigan City and placed a call to Samora at a pay phone booth (there were no cell phones then) and took turns passing the phone around to tell him that he could not record their corps.

Samora was selling a two-volume set of records titled "The Troopers Are Coming" for which the Troopers were supposed to receive royalties. Jim Jones said that he had been unable to get an accounting of the sales and, since it was evident that sales were going very well, it seemed likely that a royalty payment was due.

The new DCI organization agreed that an accounting and full payment would be required before any part of the DCI organization would have anything to do with Mr. Samora or the World Open.

As an example of the "one for all and all for one" support the corps offered each other, when no resolution was forthcoming, George Bonfiglio stepped forward and volunteered that the 27th Lancers would not appear at the World Open. This was a huge sacrifice that his corps made for our fledgling organization because the 27th Lancers didn't even need to get busses to appear at the contest and walk away with the \$5,000 first prize.

6. Bill Howard volunteered that, in addition to procuring the line of credit for DCI, he would take care of having the organization incorporated as a non-profit corporation in the state of Wisconsin. This would include writing a constitution and by-laws as a necessary part of the incorporation.

He would use the services of his corporate attorney as necessary, with the understanding that there would be little or no cost to DCI. The constitution and by-laws would be written with input from any of the directors who wished to participate and the proposed draft would be mailed to all of the directors so that they could react and be ready to vote on a final version by the next meeting in the fall of 1972. (The final draft is included in this book for the reader's information and enjoyment.)

7. There was no shortage of suggestions for the two new executive directors. However, in

the limited time available, only broad, general direction could be provided. They were left on their own to work out the details of how to select a championship site and procure the facilities; find show sponsors willing to support tours that made travel and financial sense for corps coming to the championships; establish an infrastructure for operating a multi-day championship; manage the affairs of their own corps in a manner that did not even have the appearance of taking unfair advantage of their positions as executive directors; maintain a positive working relationship with each other; and keep happy the 11 other directors who had no previous experience working together collectively toward any particular goal.

In retrospect, this may all seem trivial. However, at the time, any precedent that did exist would suggest that the whole operation would fail. There was some blind, dumb luck in addition to the great planning that resulted in the success that became DCI in the next few years. DCI was extremely fortunate to have hired two individuals who possessed the intelligence, integrity and common sense of David Kampschroer and Hugh Mahon.

Everyone wished them both good luck and left Indianapolis with every expectation that they would produce great results on behalf of the group.

It was evident to all that the most important thing that must be accomplished that first year was a championship that was financially successful and that would be regarded by most in the activity as having been a raging success. The selection of a location was regarded as crucial. It needed to be well located with regard to the center of the drum corps population so as to make it as easy as possible for both corps and spectators to attend.

The facility shouldn't be too large, lest even a successfully large audience would appear to be unsuccessfully small. Finally, the first year experience needed to be pleasant for both corps and spectators, so that all would be energized in their support of DCI for the future.

The executive directors were checking on available stadiums when a little luck had a local businessman from Whitewater by the name of Les Moesknes contacting David Kampschroer about the possibility of obtaining some corps for a show in Whitewater. As they talked, David realized that this site would be perfect for the championship.



BLACK KNIGHTS, Belleville, IL (1973).
Photo by Art Luebke from the collection of Drum Corps World.



MUCHACHOS, Hawthorne NJ (1973).
Photo by Ron DaSilva from the collection of Drum Corps World.



BLUE STARS, LaCrosse, WI (1972).
Photo by Jack Russalesi from the collection of Drum Corps World.

The initial discussion with Les and David resulted ultimately in the selection of Warhawk Stadium on the campus of the University of Wisconsin -- Whitewater.

The stadium holds about 12,000 spectators on the concert side. It is located on a beautiful, rural campus in a small, midwestern town. The administration was unbelievably cooperative and anxious to help, so as to show off their campus and present a positive image of the school. There were also many dorm rooms available at a reasonable cost to house corps participants.

It proved to be a brilliant choice. There was a near sell-out crowd, the experience was exceptionally pleasurable for all, a significant profit was made and, as a result, DCI was on its way to a bright and successful future. To be sure, the local officials had no idea what they were getting into in terms of crowds and traffic, but they survived and they had an event that exceeded their wildest dreams.

They learned for the future so that thereafter crowd and traffic control were handled very well. To this day, Whitewater is a favorite of many as a place to hold or attend a drum and bugle corps show.

At the end of the 1972 competition season, the member corps of DCI were feeling great about how things had gone and about the chances for the ultimate success of DCI. Most of the hoped-for goals were achieved. Show sponsors were, in general, supportive and cooperative -- and they made money.

The corps got along well with each other. The camaraderie so evident during the fall 1971 meeting stayed with the group throughout the season. The championship had been a spectacular success in every way -- particularly financially. Unlike the situation a year before, where each of the directors potentially had to be ready to shell out up to \$2,000.00 to cover the expenses of operating DCI, there actually was some money in the bank.

It should be noted that through a combination of good management by the two executive directors and some good luck, DCI never had to borrow against the personal notes, even though the cash was available in case it had been needed. DCI had a year of successful experience under its belt. Most knowledgeable observers could sense the progress and the expectations for the future were greatly heightened.

The fall 1972 meeting was held in Chicago on the first two days of December. Chicago was chosen because that was where a meeting could be held with the least total cost and everyone was cognizant of the need to conserve what ever little money had been accumulated.

There was no advantage in cost to any individual corps regardless of where the meetings were held, because it had previously been agreed to pool the costs for each director and divide the total evenly among the member corps.

The director's principal administrative assistant was allowed to attend the meetings, but the corps had to pay for his costs if he did, in fact, attend. It was considered significant that program coordinators or other program staff people were neither welcomed nor allowed to participate in the board meetings.

The consensus of the group was that the operation of the DCI organization needed to be on a business level and competitive issues should be separate and distinct from the running of DCI. In some cases, the principal management person also happened to be heavily involved in the production of the corps' programs. Thus, some presence of programmatic and/or instructional influence was unavoidable.

However, a corps was not allowed to send its program coordinator as the alternate without being able to prove that the person was, indeed, the assistant administrative person and the second in command in the corps' management structure.

After a review of the past season and the re-election of the previous slate of officers, planning for the next step in the growth of DCI began in earnest. Much groundwork had been laid for this meeting by the two interim executive directors, so events could move quickly and efficiently.

Prior to the meeting, a check was made with David Kampschroer to see if he was interested in becoming the full-time executive director. He declined as he still wished to pursue his career in public school administration.

Other inquiries resulted in the determination that Donald Pesceone would be interested. In short order, the board interviewed and hired Pesceone as the first full-time executive director. His pay for his two-year contract was \$15,000 per year and the office for DCI would be in his home.

This was a huge step for both DCI and for Donald. Here was a man with a "real job" and a family to support, who was taking on the task of managing an organization that had only one year of existence and was composed of groups that had never been previously led or managed by any individual.

Pesceone was well-known to most of the directors because he had, for many years, been a highly respected marching and maneuvering judge. His reputation was of a man of superlative knowledge and unquestioned integrity. He currently held a management level job with a major corporation, so business management would not be new to him.

His background made him an easy choice and one which was made with very little discussion or controversy. The board mostly felt that he was taking a greater risk in leading DCI than DCI was in selecting him as their leader. Everyone marvelled that DCI was able to find such a talented and experienced person, who was willing to take such personal, financial and career risks to do this essential job.

Another area in which work had been ongoing during the year was to finalize plans for completion of the non-profit incorporation, along with the necessary constitution and by-laws. Bill Howard had been working on these items and had been in contact with other directors by mailing proposed documents so that the directors would be able to provide feedback prior to the fall meeting, with the intention that the final product could be approved at that meeting.

Through this correspondence, the goal was reached and the formal documents were approved and signed without controversy or delay.

Another important part of the meeting was a report on the successful results from the first DCI Rules Congress. One of the primary objectives in the formation of DCI was for the member units to have control over the content and interpretation of the rules under which drum and bugle corps compete. Certainly the gathering had credibility due to the fact that it was attended by 325 people representing 75 drum and bugle corps, as well as several dozen drum and bugle corps associations and judges associations.

By this time, much of the distrust of DCI had disappeared in the minds of many and the



BLUE DEVILS, Concord, CA (1974).
Photo by Jane Boulen from the collection of Drum Corps World.



PURPLE LANCERS, Auburn, NY (1974).
Photo from the collection of Drum Corps World.



CAVALIERS, Park Ridge, IL (1974).
Photo by Paul Lambert from the collection of Drum Corps World.

others recognized that DCI was here to stay. They had better get on board or be left behind.

The meeting was chaired by Jim Unrath, a person who had already been deeply involved in rules-making procedures and thought processes. His thoughtful work, judging integrity and even-handed direction of meeting discussions proved that he was an excellent choice to be chairman of this first DCI Rules Congress when, like so many other aspects of DCI, early successes were crucial to the long-term stability of the organization.

Revenues, costs and budgets always have been -- and probably always will be -- of utmost importance to DCI. The organization weathered the first year of its existence in remarkably good financial shape. However, with the added responsibility of a full-time executive director who needed to be paid on a regular basis, the line-of-credit arrangements were renewed and increased to \$25,000.

The careful cash management from the first year made this line of credit easier to obtain because there was now some favorable track record. For this time around, the corps organizations were allowed to sign the notes rather than the bank insisting on the directors signing them personally. Sometimes progress comes incrementally, but at least this represented progress on the crucial financial front.

Another example of how the diverse talents of the various board members were used, was the handling of insurance matters by Don Warren. Not many people understand insurance very well and even fewer seem interested in learning about it. As in other cases, DCI was fortunate to have among its directors a person who was able to lead it through the necessities of insurance.

It will probably come as no surprise that the directors became heavily involved in the judging process almost from the very beginnings of DCI. Judges were critiqued and rated by the directors. Procedures and ground rules were established for holding critiques after the shows.

Policies were established to govern when and how often a judge might consult with a corps during the year. To limit potential conflicts of interest, a corps could consult with any given judge only once during the year and that once needed to be between the end of the previous competition season and May 1 of the

current season.

Even though corps wanted input into the judging process, wisely they always maintained the separation between advice (which was given freely) and execution of the judging plan, which was left in the hands of the hired staff.

It was a measure of the rapid growth and success of DCI that already at the first annual meeting plans were being made for the expansion of the championship format to add some things that were not done for the first championship.

In those days, competitive color guards and drill teams were popular in the summertime. DCI committed itself to providing a championship experience for those units along with its own championship. It was also decided to start holding individual player contests.

Evolution has disposed of the drill teams. Color guards have evolved into an indoor, winter activity. However, the outgrowth of the original individual contests has been an awesome display of talent presently showcased as the solo and ensemble contests for the enjoyment of both competitors and spectators. It has become a very popular event at the championships.

Another advancement for DCI was the realization that the board could not manage the operation with only one fall meeting per year. So, the board planned for a spring meeting in 1973.

This spring meeting eventually evolved into a late February meeting each year for two practical reasons. One was to finalize the tours for the season, which needed to be done at the earliest possible time. The other was that the late February timing helped out some of the directors who were school teachers and sometimes had difficulty arranging time off for the meeting. In late February, many school systems already had some time off scheduled in conjunction with Presidents Day.

A key area for consideration was who would be the members of the board of directors which, in turn, controlled the activity. It seemed natural to most that the board should be composed of the directors of the finalist corps.

There were, however, some concerns that were addressed to be sure that certain objectives were met. One important point was to be certain that, as an additional requirement in addition to competitive excellence, the corps must uphold its obligations to DCI as a group.

Failure to attend two successive board meetings or to fulfill the corps' financial obligations were grounds for automatic termination of membership. These points were important not only for the trust factor among the corps themselves, but also for the image of responsibility that was important to the outside world.

Here-to-fore, some corps were notorious for not keeping their word or living up to their responsibilities. The board was determined that it would not allow the actions of the few to taint the whole organization.

Integrity in the dealings with each other also played a part in the insistence that all corps abide by the rules of DCI, particularly the maximum age rule. Membership termination was automatic upon proof that a corps used an overage performer.

Previously, many corps looked the other way when it came to enforcing the age rule. The board was determined to make the penalty for such infractions so severe that corps would understand that DCI was serious about the issue. It was hoped that the implied threat would be enough to keep corps from trying to keep overage players.

It was also made plain that each unit was responsible for its own performance in policing itself. No excuse would be tolerated. The membership termination was automatic, with the necessity for the corps to appeal to the board for relief if the corps had, indeed, acted responsibly, but became an unwitting victim.

There were three memorable infractions of this rule. The Muchachos were proven to have used one or more overage players in 1975. It came to light after their preliminary performance. The penalty was applied and, although it was not the intent of the board to punish the corps beyond relieving it of its DCI membership, the practical end result was the "death" penalty and the Muchachos disappeared from the drum corps scene several years later.

The following season had the Crossmen violating this rule and then in 1977, the Bridgemen were also disqualified by DCI.

Apparently these incidents were finally enough to convince others that DCI was sincerely committed to following the rules and there have not been any other incidents involving the use of overage personnel.

Responsibility was placed squarely on the shoulders of each corps to keep its



GARFIELD CADETS, Garfield, NJ (1975).
Photo from the collection of Drum Corps World.



ST. IGNATIUS ALL-GIRL, Hicksville, NY (1975).
Photo by Dick Deihl from the collection of Drum Corps World.



SANTA CLARA VANGUARD, Santa Clara, CA (1975).
Photo from the collection of Drum Corps World.

commitments and obligations to the activity.

Before the advent of DCI, corps frequently failed to appear for shows when it suited their needs; they failed to pay their bills in some circumstances; and they left their housing facilities in a shambles.

If sponsors were being asked to treat the corps as professional units, it was felt necessary to ensure that the units acted professionally. After all, poor performance on the part of one unit reflects poorly on all corps.

For these reasons, stringent requirements were placed on the units to behave appropriately. Failure to do so could bring heavy penalties or even loss of membership.

There was also a concern for the long-term stability of both the individual corps and for DCI. Sometimes today, we mourn the passing of a particular corps and lament the instability of our activity. The truth is that the activity has always been unstable.

DCI recognized the fact that several corps each year seemed to move easily into or out of the lower echelon of the finalist group. In an attempt to strike a balance between membership based solely on competitive excellence, along with some semblance of organizational stability, the plan was adopted whereby a corps could maintain its DCI membership and board position for a year after failing to be among the finalists, if it had been a member for the three previous consecutive years.

Everyone involved recognized that a corps organization could be viable and stable and still fail to make finals on an occasional basis. In those cases, the organization didn't wish to lose the continuity and expertise of the board member while the corps was rebuilding.

Finally, because it was understood that the actions of each corps reflect on the entire activity, and further, that not all possible future problems could be anticipated in the constitution and by-laws, the provision was made that any member could be removed by a 75% vote of the membership.

The bar was placed high to make it difficult to remove a corps merely because it was unpopular with its peers. At the same time, if a unit did do something serious enough to create a 75% level of disapproval, there should be a mechanism for the corps to be removed.

Though this rule has never been invoked, the concept of the rule is important to showing

DCI's level of commitment to being a good member on all fronts -- not just the competitive one.

Horror stories from our litigious world led to the insertion of a clause in the by-laws to provide for the use of binding arbitration instead of legal action in the event of a dispute between any corps or between an individual corps and DCI. Again, this provision has never been used, but it is an important one and shows the depth of understanding and commitment among the founding directors.

When looking at the longevity of the member units, it is immediately evident that very few corps have been competitively successful over the entire lifetime of DCI. Only the Santa Clara Vanguard was both a charter member and a finalist in every year since, having also won five championships.

The Madison Scouts were charter members and have missed only one year as a finalist (1972), while collecting two championships.

The Cavaliers have missed finals only twice after being a charter member and they have won four championships.

Other solid performers over many years include the Blue Devils who have not missed any finals since they first became finalists in 1974 at the second DCI Championship, and they have won the record 10 championships.

The Phantom Regiment also first became a finalist in 1974 and has been finalist ever since, having won one championship.

Finally, after a rocky start in the 1970s during which they missed six of eight finals, the Cadets (Garfield) have been solid performers since 1980, including a second-best eight championships. All but two championships have been won by these six long-term, stable organizations, with only the Anaheim Kingsmen and the Star of Indiana having one championship each and neither is still in existence as a competitive drum and bugle corps.

A look at the foregoing list seems to indicate several things. One is the great foresight shown by Jim Jones and Don Warren when they chose which corps would form the Combine. Three of the original five are on the all-time longevity list of six corps and the other two were at the elite level until Jones left the Troopers and Kampschroer left the Blue Stars.

Even those two corps are in existence today, even if they operate at a lower competitive level.

Other observations are that, of the original charter member corps, nearly half (six) are no longer in existence (Anaheim Kingsmen, Argonne Rebels, the junior Blessed Sacrament Golden Knights, Blue Rock, De La Salle Oaklands and 27th Lancers). Two of those (Blessed Sacrament Golden Knights and Blue Rock) never placed in DCI Finals.

Of those corps that did make finals at some time, 17 made it five times or less. Six corps have 10 or more finals appearances without ever winning a championship.

After the first momentous year, DCI quickly settled into a well-run, more mature organization in which incremental growth was the norm, rather than revolutionary changes. Through the 1975 season, the original chairman (George Bonfiglio) and vice chairman (Bill Howard) remained in those positions.

Don Warren became treasurer and, as is common in many organizations, the position of secretary was held by Don Pesceone as the executive director. Pesceone did a great job managing the fledgling organization, thus allowing the board to focus on longer term planning.

The second championship in 1973 was also held at Whitewater. This was even more successful than the first year and our own success meant that we needed to find a larger stadium for the future.

In 1974, the championships were held on the spectacularly beautiful campus at Cornell University in Ithaca, NY. Success again caused us to look for ever-larger facilities and for 1975 and 1976 the championships were held on the campus of the University of Pennsylvania in Philadelphia. The event was one of the premier events being held in the Philadelphia to help celebrate the bicentennial of the USA in 1976.

Thereafter, choosing a championship site became a matter of routine, with consideration being given to making it a pleasant experience at various different sites to make the trip compatible with people having a nice vacation experience while attending the contest.

The DCI organization became larger and more diversified with the addition of Don Whiteley to handle publicity and promotion in 1975. A formal organization was also established to deal with judging matters.

Touring concepts became more developed so that corps could consider touring earlier in the season as well as taking a tour to the



TROOPERS, Casper, WY (1975).
Photo from the collection of Drum Corps World



ROYAL CRUSADERS, Finleyville, PA (1975).
Photo Art Luebke from the collection of Drum Corps World.



OAKLAND CRUSADERS, Etobicoke, ONT (1975).
Photo by Jane Boulen from the collection of Drum Corps World.

championship site.

Although individual corps retained their own autonomy and decision-making authority as to where they went on tour (or whether they went on tour), there were certain pressures applied to meet the needs of the show sponsors, the need to support our own regional shows and the perceived need to compete with each other to prepare the corps to be as competitive as possible at championship time.

The final revolutionary item in the drum corps organization during the 1970s was the formation of regional associations. In addition to DCI, there were multiple other associations that had been in existence when DCI was formed. It seemed that this proliferation of local organizations, unrelated to DCI, caused questions as to what responsibilities each would share.

The solution appeared to be having some regional associations under the DCI umbrella, but not necessarily controlled by DCI. This led to the formation of Drum Corps Midwest (DCM), followed by several other regional associations.

In some cases, these were new organizations and in other cases they were existing organizations which took on a more defined role within a larger geographical area.

The level of strength and success of these regional associations has been somewhat variable, but it would be safe to say that Drum Corps Midwest has been a strong, stable and well-managed association which has worked well for the midwestern corps as a tool to promote drum corps activities in their area during the early part of each season.

The 1970s saw the greatest revolutionary change in the way drum and bugle corps operated and entertained the audiences. They did, indeed, become masters of their own destinies. From the momentous beginning of the JOJC and then the Combine, through the formation and growth of DCI, the activity has clearly bettered itself.

Of course, this movement has encountered some controversy and set-backs along the way. This would be common for any dynamic organization.

However, all things considered, drum and bugle corps are much better off today because of the pioneering efforts of a number of vision-

ary corps directors and a few others in the 1970s.

Authors notes:

Some early meeting minutes, the original constitution and by-laws and other attachments have been included here for historical interest and perspective.

Unfortunately these inclusions are not complete because, in the case of the original meeting in the fall of 1971, no formal minutes were kept.

Other minutes after the fall 1972 minutes included here, have unfortunately been lost. Please enjoy what is here even if it is incomplete.

Every effort has been made to make this account as accurate as possible through the extensive use of available meeting minutes and other documents. In other cases, memory must be relied upon.

Because memories dim over a 30-year period and, in order to be as authentic as possible, this chapter has been reviewed by both Don Warren and David Kampschroer, the only other living Combine directors. We believe the facts presented in this chapter are as authentic as possible.

Drum Corps International Minutes of December 1-2, 1972 meeting

The following topics on the agenda were discussed, but not necessarily in this order:

- Election of officers for 1973
President -- George Bonfiglio
Vice President -- William Howard
Secretary -- Dave Kampschroer
Treasurer -- Frank Pamper
- Executive director
 - a) Don Pesceone accepted a two-year contract at \$15,000 per year plus funds for operating expenses. During the second year of the contract, additional remuneration will be negotiated as an incentive.
 - b) The DCI office, for at least the first year, will be located at the residence of the executive director. The decision for future office location is left to the discretion of the executive director.
 - c) Formal contract for the new position is to be drawn up for board approval by Don Pesceone.
- Executive director's responsibility
The executive director's responsibility is to

execute the internal and external policies of the organization. Among the areas he is to concentrate his efforts are as follows:

1. DCI contests
 2. Public relations
 3. Judging
 4. Rules Congress
 5. Finances
 6. Research -- legal, governmental, commerce, etc.
- Legal entity of Drum Corps International
 - a) Application for a "not-for-profit" incorporation charter was signed by the new officers and sent to the State of Wisconsin. The corporate name will be "Drum Corps International, Inc."
 - b) DCI regional and national contests will be incorporated separate from the parent organization.
 - c) Insurance coverage for general liability is to be investigated by Don Warren. Workmens compensation will be secured if locally required by law and a surety bond on the executive director will be taken out immediately.
 - Operating funds 1973
 - a) A \$25,000 line of credit has been secured for the organization by William Howard, with the First Wisconsin National Bank of Madison, WI.
 - b) Each member corps has been accepted to co-sign the note, rather than the individuals as originally assumed.
 - c) The money drawn against the line of credit will be in increments of \$5,000 or more.
 - d) The annual interest rate is 7% and the notes are due each 90 days, but are renewable.
 - e) The checking account will be handled by the executive director. All checks must be counter-signed by at least one officer of the organization.
 - Rules Congress 1972 -- Jim Unrath, chairman
 - a) Attendance at the congress was reported to be a total of 325 individuals, representing 75 drum corps and several dozen drum corps associations, judges groups, etc.
 - b) Financial report (approximate) -- registration fees, \$5,100, hotel expenses \$4,200, other expenses \$500, profit \$500.
 - c) Resolutions: 1973 rules as changed by the Congress and copies of the changed score sheets will be mailed to all those who attended the congress by mid-December.
 - d) Suggestions for future sessions:
 1. Do not conduct DCI business at the



WAUSAU STORY, Wausau, WI (1976).
Photo from the collection of Drum Corps World.



SENECA OPTIMISTS, Toronto, ONT (1976).
Photo by Jane Boulen from the collection of Drum Corps World.



GUARDSMEN, Schaumburg, IL (1976).
Photo by Jane Boulen from the collection of Drum Corps World.

congress, because it detracts from the intent of the session and visa versa.

2. Registration fees be increased at least \$5.00 per registrant, possibly \$10.00, this money to help finance the manual and score sheet costs and congress operation.

e) The congress manual should contain three sections. First, the Rules and Score Sheets; second, Rule and Score Sheet Interpretations, and instructions to the judges; finally, a section for a more complete and detailed explanation of the manuals first two sections.

The material contained in the first two sections can only be amended by the Rules Congress. The third section will simply be a gathering of material from judges groups, individuals and/or groups wishing to amplify or further explain the rules and regulations.

f) Print our own score sheets -- have them available in pads (regular or NCR paper) and possibly in snap-out forms.

g) The initial outlay of money is expected to be \$2,000 to \$3,000, but would be amortized quickly with the sale of the manual and sheets.

● DCI corps publicity

a) Corps publicity would be sent to the executive director for his central file not later than February 1, 1973.

b) DCI corps official photos: Jim Jones, Emile Latour and Don Pesceone will contact Russalesi, Boulen and Knox for recent pictures. All of these photographs to be sent to the DCI office and then distributed to each corps for their approval.

● Policy regarding judges critiques

a) The critique after each contest will be scheduled to begin during the finale. This will hopefully help to bring them to a conclusion at a reasonable hour.

b) Each corps will be limited to 10 minutes with the panel of judges at the critique. The system for the critique to be designed by the executive director.

c) A DCI corps is not allowed to bring in a DCI judge to evaluate or consult with his unit after May 1. A DCI corps may only utilize the services of a particular DCI judge's experience and knowledge once between the end of the season and May 1.

● Member corps expenses for Denver and Chicago meetings

All expenses were given to William Howard to calculate and divide (a copy of the amounts

owed or due each corps is attached in statement form. The amounts owed by each unit are due for payment by February 1, 1973. The amounts owed each member will be paid on or around February 15, 1973, depending upon the promptness of those who owe.

● Spring meeting

The spring meeting of the board of directors will be held March 30, 31 and April 1 in New Orleans. This has been changed from March 23, 24, 25. Arrangements to be made by Emile Latour, Bleu Raeders.

● DCI Nationals for drill teams, color guards and individuals

It was decided that conditions were favorable for a DCI Drill Team, Color Guard and Individuals Nationals. The following guidelines were discussed and presented to the executive director.

a) Rules for drill teams and color guards are to be drawn up by George Lindstrom and submitted in draft form by January 15 to DCI headquarters.

b) Drill team prelims will be held Wednesday and finals Friday night. Color guard prelims and finals will be held on Thursday. Individuals will be held during the drum corps prelims and scheduled so that the contestants compete after their corps performance.

c) Entry fee for drill teams and guards will be \$20.00. Entry fee for individuals and ensembles will be \$2.00.

d) Judges to be hired by the contest director and the possibility of using corps instructors or band masters was discussed favorably for individuals and ensembles.

● Judges for DCI contests

The rating sheets were given to the executive director for calculation and review. The new list and the instructors list was to be added to that which had already been assembled. The executive director was instructed to be prepared to secure all DCI judges as soon after the first of January as possible.

● Medical coverage for regionals and nationals

The executive director is to contact the local Red Cross about handling the medical responsibilities for our contests.

Don Warren will investigate the insurance needs and legal details for our contests.

● DCI policy guidelines

The board of directors appointed George Lindstrom and David Kampschroer to draw up

policy guidelines for the organization and submit it to the executive director for mailing to the membership for review 30 days prior to the spring meeting.

● Operating budget for the DCI office

The executive director was instructed to prepare a 1973 budget and present it to the board of directors as soon as possible.

The budget is to include estimate costs for both regional and national contests.

● Reports to membership

It was requested by the board that the executive director inform the members at least monthly regarding current events, budget and expenses. He is to report to the board president weekly.

● DCI office

Our office will be open full time beginning January 2, 1973. The phone number will be 312-833-8655.

Drum Corps International Preamble

This organization, more than most enterprises, requires the utmost in trust and good will among its members. Deliberations and decisions must be made on the basis of what is good for the drum and bugle corps movement rather than for the gain of any one or few corps.

If this organization operates in a statesmanlike manner, it can become the most useful moving force in the drum and bugle corps world. But if it reverts to the partisan politics and personal innuendoes which have so often marred the drum and bugle corps scene in the past, this organization will destroy itself and bring discredit to all drum and bugle corps.

May the members of this organization always be equal to the responsibility of membership.

DCI Constitution

1. Aims and goals

To utilize our collective influence to improve the ethical standards and quality level of the drum and bugle corps program so it will be of maximum benefit to its youthful participants and will continue to be worthy of the support of the general public. This will be accomplished by the following:



PHANTOM REGIMENT, Rockford, IL (1976)
Photo from the collection of Drum Corps World.



MADISON SCOUTS, Madison, WI (1976)
Photo by Art Luebke from the collection of Drum Corps World.



BRIDGEMEN, Bayonne, NJ (1976)
Photo by Moe Knox from the collection of Drum Corps World.

A. Presenting a unified approach as necessary to ensure continued improvement of the rules under which we operate and compete.

B. Working closely with those who judge our performances to encourage continued improvement in the general level of training and competence of the judges so that we can obtain consistent and fair evaluations of our programs based on the rules.

C. Cooperating with contest sponsors and other promoters:

1) Ensure that the corps can receive sufficient sums of money to remain solvent and the sponsor can still have a sufficient profit to make his effort worthwhile.

2) Improve the scheduling of shows to keep travel expense to a minimum.

3) Obtain facilities and conditions which meet the corps' needs and which are commensurate with the sponsor's ability to provide them.

D. Striving to improve the quality of our performances so that the paying public will continue to increase its support for our program.

2. Membership and Tenure

A. Membership is attained by being among the 12 finalists at the international contest or a unit maintaining membership under a grace period as outlined in paragraph B-1. Determination of what constitutes the international contest will be covered in the by-laws.

B. Membership will be terminated when any member:

1) Fails to be among the 12 finalists each year, unless the member has qualified for two year membership as a result of having qualified among the 12 finalists for three consecutive years.

2) Is proven to have used an overage member in any competition.

3) Fails to have an authorized representative at two consecutive board of directors meetings.

4) Fails to meet financial obligations to this organization.

C. Beyond the criteria in A and B above, any corps could be removed from membership upon an affirmative vote of 75% of the membership.

Associate membership and tenure

A. Associate membership is attained by being among the top 25 places at the international contest, but not qualifying for full membership as described in Membership and

Tenure above.

B. Associate membership will be terminated when an associate member:

1) Fails to be among the top 25 corps each year.

2) Is proven to have used an overage member in any competition.

3) Fails to meet financial obligations to this organization.

C. Beyond the criteria in A and B above, any corps could be removed from associate membership upon an affirmative vote of 75% of the membership.

3. Organizational Structure

A. The organization shall be incorporated as Drum Corps International, Inc.

B. The board of directors will consist of the manager or director of each member corps and his principal management assistant. Both may attend any meeting, but only the manager or director may vote, if both are present.

C. Associate members may, at their option and expense, send their manager or director and his principal management assistant to the board of directors meeting. Neither individual may vote, but may participate in the discussion of the meeting when recognized by the chairman.

D. As the first order of business at its annual meeting in November, the board shall elect from its membership by secret ballot, a chairman and vice chairman. The board shall also appoint a secretary and a treasurer.

E. Sub-committees will be appointed and/or employees will be hired by the board of directors as needed to carry out the policies, decisions and needs of the organization.

F. The board of directors shall meet at least once annually during the month of November and at such other times as may be deemed necessary.

G. Voting and administrative procedures will be covered in the by-laws.

4. Financing

A. An annual budget will be prepared by the board or its appointee(s).

B. The budget will be reviewed, modified if necessary and approved by the board of directors at the November meeting.

C. Each member will pay its equal proportional share of the organization's net cost as prescribed in the by-laws.

D. Associate members will have no financial obligation toward the organization's net cost or

income as described in the by-laws. However, associate members may be required to contribute toward the cost of whatever services they use of the organization or its appointee(s).

5. Amendments to the constitution and by-laws

A. The constitution may be amended by either:

1) A unanimous vote at any one meeting, providing that notice of both the meeting and the proposed change has been sent by certified mail and return receipts received from all members of the organization. Under this procedure a vote may be cast by proxy or:

2) A two-thirds majority vote of the membership at any two consecutive meetings.

B. By-laws may be amended by either:

1) An affirmative vote of 75% of the membership at any one meeting or:

2) A majority vote of the membership at any two consecutive meetings.

Drum Corps International By-laws

1. Internal Organization

A. The elected officers will assume duties as follows:

1) Chairman -- to preside over all board meetings and consult with the organization's executive director(s) when required.

2) Vice chairman -- to carry out the above described duties of the chairman in his absence or other duties as may be assigned.

B. The board of directors at its annual meeting will appoint individuals for one year terms to the following positions for which they may be paid a salary at the board of directors' discretion.

1) Secretary -- to record minutes of all meetings and carry out any correspondence required by the board. The secretary will have a vote only if he is a member of the board of directors.

2) Treasurer -- to assume responsibility for all funds of the organization. He shall be bonded and may, with the approval of the board, appoint assistants as necessary who shall also be bonded. The treasurer will have a vote only if he is a member of the board of directors.

3) Executive director(s) -- to assume normal day-to-day administrative functions of Drum Corps International, Inc., in accordance



FREELANCERS, Sacramento, CA (1977).
Photo by Jane Boulen from the collection of Drum Corps World.



BENGAL LANCERS, Trumbull, CT (1977).
Photo Elinn Ceffarati from the collection of Drum Corps World.



CROSSMEN, West Chester, PA (1977).
Photo from the collection of Drum Corps World.

with the constitution, by-laws and policies of the board of directors. With the approval of the board, the executive director(s) may provide himself with any necessary assistants.

4) Rules Committee chairman -- to preside over the rules committee and to assume the chairmanship of and responsibility for the annual rule making session.

II. Operating Procedures

A. At each board of directors meeting, the time and place of one or more subsequent meetings will be agreed upon. A special meeting may be called if approved by a majority of the membership through either mail or telephone response.

B. Expenses for one representative from each unit to attend each board meeting will be reimbursed from Drum Corps International, Inc., funds.

C. In the event that any conflict arises between any member unit and either Drum Corps International, Inc., or another member unit which cannot be resolved to the satisfaction of both parties, the question shall be submitted to binding arbitration.

Under this procedure:

1) Both parties may agree on a single arbitrator or:

2) Each party may select one arbitrator and the arbitrators shall agree on a third arbitrator whereby a decision shall be rendered by a majority of the three arbitrators or:

3) In the event that the parties cannot agree on 1 or 2 above, the chairman of DCI shall ask the president of an arbitration chapter to choose an arbitrator.

4) All costs of the arbitration process shall be borne by the parties involved as determined by the arbitrators.

III. Finances

A. Each member unit shall share equally in the expenses and/or the net income of the organization. Every attempt shall be made to keep Drum Corps International, Inc., self-financing, but in the event that it is not, members will make equal financial contributions to maintain solvency of the organization.

B. Prior to each annual meeting, the treasurer shall be responsible for the preparation of a budget for the ensuing year. A budget will be approved by the board of directors at the annual meeting and plans for financing the budget will be made as follows:

1) If reserves plus projected income are sufficient to fund the budget, no further action need be taken.

2) If reserves plus projected income are insufficient to fund the budget, then each member will be assessed a uniform amount to complete the budget.

3) If reserves exceed the budget for the ensuing year, the board shall donate the amount of the excess evenly to units, which were members of Drum Corps International, Inc., during the preceding fiscal year.

C. The fiscal year shall run from November 1 to October 31.

D. The board will direct that an audit be performed at least annually.

IV. DCI Sanctioned Shows

A. All shows with four or more DCI corps will run using DCI-approved contest rules and operating procedures. Contest rules will be made under the provisions of Section VI of these by-laws while the contest operating procedures will be determined by a majority vote of the board of directors. Both documents will be published and made available to anyone at approximately DCI's cost.

V. DCI Championship

A. Annually during the month of August, a championship competition will be held. The dates and location will be chosen at least by the end of the November meeting each year and may be chosen several years in advance.

B. It shall be the executive director's responsibility to make all necessary arrangements for the show within the guidelines provided by the board of directors.

C. At the earliest practical date, not later than April 1, a contest director and a chief judge shall be chosen. They will be given the rules which will govern the championship contest and from that time on they will operate independently to produce and direct the contest without outside interference by DCI or any of its member units.

D. This show is to be open to any unit for which a class of competition is established, unless such unit is specifically banned by a 75% vote of the membership.

VI. Rules-making Procedures

A. The rules under which the corps compete are of utmost importance and must, therefore, be formulated by the most knowledgeable people available and must be approved by drum corps managers. The process must be orderly

and, therefore, cannot be carried out by representatives of each and every corps because of sheer numbers involved.

Just as we have long ago given up the pure democracy of the old town meetings in favor of a representative democracy, so also it is desirable for drum and bugle corps to give up the idea that all can meaningfully participate directly in the rule-making process. We should, therefore, adopt a representative form for rule-making.

B. As part of the proceedings for the annual meeting of DCI, rule formulating sessions will be held and rules for the following year will be adopted. The procedure will be as follows:

1) Working sessions will be organized for the various captions as necessary. These sessions may be participated in by any interested individual. The purpose of these sessions is to prepare recommendations to be acted upon by the manager and to choose individuals to present the recommendations to the managers session. Where necessary, minority reports will also be prepared.

2) After the working sessions are completed, the managers will meet to vote upon the various recommendations from the captions and/or recommendations from among themselves. Decisions will be a majority vote of the managers present. Those eligible to participate in the voting are as follows:

a) The manager or his assistant from each DCI member corps.

b) The manager or his assistant from any associate member corps who finished among the top 25 in the preceding international contest.

c) One representative from each recognized drum and bugle corps association. The choice of the particular individual is up to the association, but he must be a manager of one of their member corps.

3) The voting sessions will be open to any interested individuals, but they will not be allowed to participate in the proceedings and they will be physically separated from the voting membership.

C. Upon completion of the rule-making sessions, DCI will publish a rule book for use in DCI sanctioned shows and any others that may choose to use them. These will be made available to anyone at approximately DCI's cost.

VII. Member Corps Contest Commitments

For the well-being of both the activity in



NORTH STAR, North Shore, MA (1978).
Photo from the collection of Drum Corps World.



CHATELAINES All-Girl, Laval, QUE (1978).
Photo from the collection of Drum Corps World.



SPIRIT OF ATLANTA, Atlanta, GA (1978).
Photo from the collection of Drum Corps World.

general and the organization, it is absolutely essential that the representatives of the member units be prepared to commit their units to specific appearances at early dates with the understanding that these commitments must be kept without fail.

Failure to keep appearance commitments is costly to the organization, both monetarily and in terms of credibility and reputation.

Therefore, the following policy is established:

A. Unless a unit specifically and voluntarily agrees to an earlier date, appearance commitments to tour performances are firm as of February 1 of the competition year (tour performances are defined as being those where a corps is committed to a series of more than three shows, all of which would be normally attended without returning home).

B. In the event of a units' failure to keep its commitment, the unit will be required to pay DCI a sum equal to \$1,000 per show. The sum may be either paid in cash or withheld from future earnings, except that any money not fully paid by the end of the season in which the debt was incurred will be payable in full before a unit may regain its membership or compete in any further DCI sanctioned shows.

C. Assessment of the penalty is automatic, but may be appealed to the board of directors at its next meeting. The board, by a two-thirds majority, may waive a portion or all of the payments upon finding that the unit has just cause for its failure to keep its commitment.

Drum Corps International
Annual fall board of directors meeting
Hyatt Regency O'Hare -- November 14, 1974

Thursday November 14, 1974, 2:30PM
Meeting room -- Swissair

I. Welcome new DCI corps and explain membership requirements -- Blue Devils, Concord, CA, Jerry Seawright; De La Salle Oaklands, Toronto, ONT, Robert Cobham; Phantom Regiment, Rockford, IL, Wilbur Comstock; Purple Lancers, Auburn, NY, Keith Stock.

II. Election of 1975 DCI officers --
Present officers

Chairman, George Bonfiglio
Vice chairman, William Howard
Treasurer, Donald Warren

Secretary, Donald Pesceone

III. Executive director's report

Review of spring meeting minutes
Financial report -- operations
Financial reports -- DCI regional contests
1974 DCI sanctioned contest review
Non-profit recognition for DCI

IV. DCI Championship report

Promotion and Publicity -- Donald Whitely
Income/expense report -- Donald Pesceone
1975 championship site:

- a) Ithaca, NY -- Edward Conley, Mayor
- b) Alternative sites -- Donald Pesceone

V. Discussion of executive director's contract -- expires December 31, 1974.

VI. 1975 operating budget -- executive director

- a) Hiring of a public relations director
- b) Judging administration
- c) Operations staff -- office and other

VII. Associate membership -

- a) St. Andrews Bridgemen status
- b) To-date response to the DCI invitation for associate membership

VIII. Judging -- 1974 and the future

IX. 1975 DCI contest tours, contest schedules

- a) Early season tours -- June/July
- b) Championship tours -- August

X. Other business -

- a) Drum corps equipment suppliers and manufacturers
- b) Size limitations for competing corps

DCI Board and Associate Members Meeting
Hyatt Regency O'Hare -- November 15, 1974

Friday November 15, 1974, 9:00AM
Meeting room -- Swissair

I. Welcome associate members --

Black Knights, Belleville, IL, Clyde Kelly;
Blue Rock, Wilmington, DE, Larry Seeney;
Cardinals, Beverly, MA, James O'Brien;
Falcon Cadets, Elizabeth, NJ, Stan Ciurczak;
Garfield Cadets, Garfield, NJ, Ed Frenzel;
Percussion-Nauts, Spokane, WA, Howard Robbins;
Pioneers, Milwaukee, WI, Roman Blenski;
Precisionaires, Osage, IA, Doc Crosser;
Royal Commodores, Stockton, CA, Gene Castles;
Royal Crusaders, Finleyville, PA, Gary Inks;
Regiment Militaire, New Orleans, LA, Robert Crossin;
Squires, Watkins Glen, NY, Lewis Mathews.

II. Discussion of what DCI is and how the associate members will be included.

III. DCI contest tours and schedules for 1975

Friday November 15, 1974 2:00PM

Meeting room -- Olympic/Mexicana

I. DCI contest sponsors meeting -

- a) 1975 Contest Dates
- b) DCI and associate member corps available for tours
- c) Prize money vs. expenses
- d) Judging and judges expense
- e) Housing for corps
- f) Contest sponsors rules
- g) Major contest preliminaries
- h) Appearance bonds and entry fees
- i) Raindates vs. touring schedules

The following list reflects those corps which have DCI status for the coming year. This listing is based upon the board of directors mandate of August 17, 1974, at their special meeting at the Statler Hall in Ithaca, NY:

- Argonne Rebels -- second of two-year membership
- Blue Devils -- one-year membership
- Blue Stars -- first year of two-year membership
- Cavaliers -- one-year membership
- De La Salle Oaklands -- one-year membership
- Kilts -- first year of two-year membership
- Kingsmen -- first year of two-year membership
- Madison Scouts -- one-year membership
- Muchachos -- first year of two-year membership
- Phantom Regiment -- one-year membership
- Purple Lancers -- one-year membership
- Santa Clara Vanguard -- first year of two-year membership
- Troopers -- first year of two-year membership
- 27th Lancers -- second year of two-year membership

DCI associate, non-voting members

- Falcon Cadets, Elizabeth, NJ
- Royal Commodores, Stockton, CA
- Black Knights, Belleville, IL
- Blue Rock, Wilmington, DE
- Royal Crusaders, Finleyville, PA
- Regiment Militaire, New Orleans, LA
- Garfield Cadets, Garfield, NJ
- Percussion-Naut Patriots, Spokane, WA
- Pioneers, Milwaukee, WI
- Cardinals, Beverly, MA
- Squires, Watkins Glen, NY
- Precisionaires, Osage, IA



SANTA CLARA VANGUARD, Santa Clara, CA (1978).
Photo from the collection of Drum Corps World.



BLACK WATCH, Auburn, WA (1978).
Photo by Jane Boulen from the collection of Drum Corps World.



BLUE DEVILS, Concord, CA (1978).
Photo by Dick Deihl from the collection of Drum Corps World.