

Pacific Crest Youth Arts organization

Drum Corps Staff Handbook

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Pacific Crest Youth Arts Organization Drum Corps Staff Handbook

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I. MISSION

The mission of Pacific Crest Youth Arts Organization is to provide superior educational and competitive performing arts programs that change the lives of young people in the greater Southern California region and prepare them for leadership in a fast-moving world.

This mission is our purpose for existing. We structure our teaching philosophy, branding, and experience around our mission; we are, indeed, purpose driven in all we do. No decision is made administratively, instructionally, or programmatically without this purpose in mind.

II. VALUES

Our members come to us as leaders in their high schools and colleges. Their parents have already done a great job, and it's likely that they're going to be tomorrow's leaders. To that end, we believe it our primary responsibility to teach these students to live their lives within a values-centered framework.

Our values are:

- **Commitment:** By committing fully to one another, the group becomes more important than the individual, and we can accomplish more than what is possible individually.
- **Accountability:** We value personal accountability over criticism of others.
- **Persistence:** Through persistence in the face of adversity, we can achieve the highest level of excellence.
- **Honor:** We recognize the contributions of our current and past members and staff, will engage in behaviors that honor the organization.

Pacific Crest is a metaphor for a values-centered life. A drum corps isn't successful unless the members and staff embrace a common set of values to achieve a common purpose that is greater than the sum of its individuals. Within this context, our primary job is not to create the best drummers, horn players, and marchers; our job is to help our members develop into great people.

III. MESSAGE FROM THE EXECUTIVE DIRECTOR

Because we have selected the drum corps activity as our vehicle for teaching these values, we accept that there are rules to be credible and successful on the field. In short, the drum corps activity is competitive, and we expect to be taken seriously.

Competitive success is not incongruous with a mission-centered experience. It is, and should be, the byproduct of good teaching, preparation, and design. It can't be the end, in and of itself, because we can't control the competition. We can't make the groups above us worse, and we can't control the opinions of the adjudicators. What we can do is be better everyday -- better teachers, better performers, better designers, better mentors, better leaders.

Overall Goal: Member Retention

The drum corps production is an 11-minute performance on a football field. The "stage" has big white lines and numbers on it; not an intensely artistic medium. This is why the purpose-driven experience is important. If we can't transcend the 11-minute show, if that show is the end-all of what we do, our best and brightest staff would tire of it soon, and our members' experience

would seem hollow. For us, the drum corps activity is an adjunct experience that helps round out our lives. It gives us the opportunity to work some of the most amazing young performers in Southern California, and provide them a life-changing experience they will never forget.

The most powerful way to measure our success is through member retention. Our objective is to retain 40 - 50 percent of our eligible members from one year to the next. We believe that creating a compelling and meaningful experience at Pacific Crest will result in that objective.

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IV. JOB DESCRIPTIONS – DRUM CORPS STAFF

Program Coordinator and/or Staff Coordinator

- Manage the design and instructional teams
- Set rehearsal goals and objectives
- Develop long-range "game plan" for season
- Develop instructor teaching skills
- Participate in staff hiring and termination decisions
- Direct the audition process

Music or Visual Director/Coordinator

- Direct the work of the designers
- Collaborate with design team to create the program
- Participate in decision-making about the show concept and artistic vision

Designers

- Create the musical and visual program for the corps
- Participate in the development and definition of the show concept and artistic vision
- Create program in conjunction with others on the Design Team
- Submit program to Caption Heads and revise based on feedback
- Provide rewrites of the program as directed

Caption Heads

- Coordinate recruiting, and manage the audition process for their section
- Hire and supervise instructional staff
- Define rehearsal objectives and plan rehearsals
- Manage instruments and/or equipment
- Monitor and enhance member experience

Instructors

- Responsible for the day-to-day instruction of the members
- Teach members based on defined technique program
- Participate in and provide input during the audition process
- Communicate schedule conflicts with Caption Heads
- Participate in cross-caption rehearsal planning meetings
- Listen to judges' tapes and participate in judges' critique, where applicable

V. STAFF CONDUCT

Professional Behavior

For the purposes of this policy, the term “staff member” includes all instructors, consultants and volunteers. Staff members agree to:

- Act in a way that represents the best interests of Pacific Crest and its members.
- Act in accordance with our contractual responsibility to our corporate partners.
- Establish and maintain a positive learning environment
- Be sensitive to the local community and to our housing agreements at all times, including rehearsals, warm-ups and performances. Noise concerns are the primary reason it’s difficult to find rehearsal and camp facilities -
 - Amplified metronomes are the #1 complaint of communities that host a corps. Don’t use them too early, too late, too long, or too loudly.
 - Whenever possible, point directional instruments away from homes and businesses.
 - Keep percussion sections as far from homes and businesses as possible.
 - Respect the private property of our host communities.
 - Most neighborhoods don’t follow the time schedule of a drum corps. Reduce the late night and early morning sound levels.
- Behave in a professional manner. Unprofessional behavior includes:
 - Sexual conduct with a member (See Sexual Conduct Policy for details)
 - Insulting or offensive language
 - Participating in or encouraging hazing or other demeaning behavior
 - Disorderly or violent behavior
 - Inability to perform assigned tasks due to alcohol or drug use
 - Substance abuse
 - Violation of housing policies regarding alcohol and tobacco use

Alcohol and Drug Consumption

Staff members shall not consume alcohol while at work with Pacific Crest. “At work” includes the time period between the beginning of the day, typically the start of rehearsal, and the close of the day, typically the end of rehearsal on rehearsal days and/or critique on show days.

Staff members shall not engage in the use of illegal drugs, including but not limited to marijuana, cocaine, amphetamines, tranquilizers, crack cocaine, barbiturates, and diet pills during the term of this Contract. The Executive Director may terminate a staff member immediately without the obligation for further compensation to Staff if this provision is breached.

Rehearsal Attendance

Rehearsal schedules are set collaboratively by the Program/Staff Coordinator and Caption Heads, working within the parameters established by the Executive Director, Corps Manager, or Tour Management. Caption Heads are responsible for assuring that adequate numbers of staff are in attendance at each sectional, rehearsal and performance.

If you’re scheduled for a rehearsal and you’ll be late or you can’t attend, you must, as early as possible, contact your Caption Head, (or Tour Management if we’re traveling). We can work around nearly any situation if we know about it in advance.

Staff Conflicts

Passionate instructors will have disagreements. These disagreements should never be apparent to the members. Instructors are expected to resolve conflict through discussion and compromise, or by bringing the topic of disagreement to the Drum Corps Manager, Program & Staff Coordinator, or Executive Director. Staff should never involve members in any staff conflict.

VI. SEXUAL CONDUCT AND HARASSMENT POLICY

For the purposes of this policy, the term “staff member” includes all instructors, designers, coordinators, consultants, and volunteers.

Staff members are expected to maintain a professional relationship at all times with all corps and staff members. Inappropriate comments or behavior will not be tolerated. Fraternalization between Pacific Crest staff and corps members is not consistent with the educational goals of Pacific Crest and therefore is prohibited.

To further protect minors, staff members who engage in sexual conduct with a member younger than 18 years of age will be dismissed for cause immediately and are subject to prosecution to the fullest extent of the law.

During the off-season, staff members who date or engage in sexual conduct with a member from a prior year, who is still eligible for membership, may not return as a member of the Pacific Crest staff.

Staff members who create, through word or action, a hostile work environment for corps members or other staff are subject to dismissal. Examples of inappropriate behavior include:

- Requests for sexual favors
- Demeaning sexual inquiries and vulgarities
- Discussion of sexual behavior
- Offensive language
- Other verbal or physical conduct of sexual or degrading nature
- Sexually offensive, explicit or sexist signs, images or literature in plain view
- Offensive and vulgar graffiti
- Inappropriate, provocative or revealing clothing

Decisions about what constitutes inappropriate behavior will be made by the senior staff member present at any time. These behaviors are always inappropriate when they involve the members or when members are present. This includes, but is not limited to, rehearsals, performances, meals, and travel.

All staff have a duty to report suspected violations of this (or any policy at Pacific Crest). Reports may be made to the Executive Director, a direct supervisor (who must escalate them to the Executive Director), or via our confidential online form at MyPrivateReport.com/pacific-crest.

VII. SOCIAL MEDIA POLICY

Social media is a powerful communication tool that has a significant impact on organizational and professional reputations. Because it blurs the lines between personal voice and institutional voice, Pacific Crest has crafted the following policy to help clarify how best to enhance and protect personal and professional reputations when participating in social media.

Social media is defined as media designed to be disseminated through social interaction, created using highly accessible and scalable publishing techniques. Examples include but are not limited to Facebook, Instagram, LinkedIn, Snapchat, Twitter, and YouTube.

Both in professional and institutional roles, staff need to follow the same behavioral standards online as they would in real life. The same laws, professional expectations, and guidelines for interacting with students, parents, and other Pacific Crest constituents apply online as in the real world. Staff are liable for anything they post to social media sites.

Policies for all Social Media Sites, Including Personal Sites

- **Protect confidential and proprietary information:** Do not post confidential or proprietary information about Pacific Crest, students, staff, or alumni. Staff must still follow the applicable federal requirements such as FERPA and HIPA. Staff who share confidential information do so at the risk of disciplinary action or termination.
- **Age-Inappropriate Content:** Due to participation by students under the age of 18 on personal social networking sites, any sexual or otherwise age-inappropriate content is grounds for termination. Staff is responsible to monitor sites under their control for inappropriate content posted by others.
- **Respect copyright and fair use:** When posting, be mindful of the copyright and intellectual property rights of others and of Pacific Crest.
- **Don't use Pacific Crest logos for endorsements:** Do not use the PC logo or name on personal social media sites to promote a product, cause, or political party or candidate.
- **Terms of Service:** Obey the Terms of Service of any social media platform employed.

Best Practices

This section applies to those posting on behalf of Pacific Crest, though the guidelines may be helpful for anyone posting on social media in any capacity.

- **Think twice before posting:** There is no privacy in the world of social media. Consider how posts may reflect both on the poster and Pacific Crest. If you are unsure about posting a comment or response, ask the Executive Director for direction.
- **Strive for accuracy:** Review content for factual, grammatical and spelling errors.
- **Remember your audience:** A presence in the social media world is or easily can be made available to the public at large. This includes prospective students, current students, parents, etc. Consider this before publishing to ensure the post will not alienate, harm, or provoke any of these groups.
- **On personal sites, identify your views as your own.** If you identify yourself as a Pacific Crest staff member online, it should be clear that the views expressed are not necessarily those of Pacific Crest.
- **Photography:** Photographs posted on social media sites can easily be appropriated by visitors. Consider posting images at 72 dpi and approximately 800x600 resolution. Images at that size are sufficient for viewing on the web, but not suitable for printing.

Institutional Social Media

If you post on behalf of Pacific Crest, the following policies must be adhered to in addition to all policies and best practices listed above.

- **Notify the Executive Director and Communications Manager:** Captions that have a social media page or would like to start one should contact the Executive Director for coordination with all other Pacific Crest media. All institutional pages must have an authorized Pacific Crest staff identified as being responsible for content.
- **Acknowledge who you are:** If you are representing Pacific Crest when posting on a social media platform, acknowledge this.
- **Link back to the Organization:** Whenever possible, posts should be brief, redirecting a visitor to content that resides within the Pacific Crest organization.
- **Protect the institutional voice:** Posts on social media sites should protect Pacific Crest by remaining professional in tone and in good taste.

Violation and Sanction

Staff alleged to have violated the policies stated above may be referred to the Executive Director or the Ethics Committee, depending on the nature of the violation.

Those found to be in violation of the policies may face disciplinary action, up to and including contract termination.

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VIII. REHEARSALS: GENERAL GUIDELINES

Objectives and Priorities

Rehearsal objectives and priorities are determined in advance by Caption Heads and Program & Staff Coordinator. During the winter and spring these are typically determined by conference call prior to a camp. During the competitive season lead staff will meet each night to discuss the next day's rehearsal. It's critical that caption heads communicate rehearsal objectives to their staff in advance of rehearsal.

Time Management

Rehearsals are expected to begin and end on time. **Transition time (from one activity to another) always comes from the preceding block.** *So, if a full corps rehearsal follows a sectional, the sectional must end in time for the members to move to the new location and be ready for the new rehearsal.* This includes time for discussion or announcements.

Rehearsals before meal breaks should not run late with the ***expectation that the after-meal rehearsal can begin late.***

Processes

In a full corps rehearsal, ensemble priorities take precedence over section priorities. There will always be a predetermined focus. While some visual comments are expected during a music rehearsal, and vice versa, all instructors, especially on the field, should be aware of and support the focus of the rehearsal.

For the first 10 minutes or so of a full corps rehearsal, on-field instructors may be asked to remain off the field while the tone of the rehearsal is being set.

The initial comments in a full corps rehearsal always come from the primary voice upstairs ("the box" or "the tower"), followed by other upstairs comments. On-field instruction should only be made if/when the tower announces "Field." This will not always happen. Remember that rehearsal pacing is critical.

All instructors should be sensitive to the number of instructions or corrections members are given in a short period of time.

Rehearsals should always conclude with a brief summary by the primary voice of the rehearsal.

Wrap-Ups

A staff meeting of 20 - 30 minutes will follow each camp and regularly during the summer All-Days and on tour. ***Wrap-up meetings with members after rehearsal should always be brief.***

Cross-Caption Instruction

Modern drum corps demands that members meet multiple simultaneous responsibilities. Instructors and Caption Heads are expected to ensure that:

1. Each individual responsibility is mastered.

2. Simultaneous responsibilities are achievable and mastered.

Instructors are expected to collaboratively analyze and address issues as they arise.

Emphasis on Achievement of Excellence

Excellence has three dimensions:

1. **Technique:** Performers must demonstrate identical musical and/or visual techniques.
2. **Assignment:** Performers must be in exactly the right place, doing exactly the right thing, at exactly the right moment.
3. **Performance:** Finally, performers must have the confidence and context to communicate their roles in the production to the audience and judges.

All three must be mastered to create a successful production that generates the maximum amount of effect. Typically, in the winter, instructional emphasis should be primarily on Technique and secondarily on Assignment. Later, in the spring and early summer, the emphasis switches to Assignment, while always still working on Technique, and developing the Performance. Still later, at the end of season, the emphasis in rehearsal should switch to Performance, while never neglecting Technique and Assignment.

A Staff of Bosses

We are fortunate to have a staff with many instructors who run their own successful programs in other contexts. This expertise is invaluable but can sometimes lead to frustration. We can all learn from each other, and open discussion, away from the members, is the key to growth and further success.

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IX: DRUM CORPS INTERNATIONAL POLICIES

DCI Staff Badges for Contest Entry

Badges must be worn to get into corps shows. Pacific Crest is allotted a certain number of badges to be distributed to staff and volunteers. The badges are the property of Pacific Crest and must be returned to the Tour Manager, department head or caption head before leaving the corps. To be eligible for a DCI staff badge you must be a current member of the instructional team or a “scheduled” volunteer for the current season.

There are a limited number of badges available. Personnel other than instructional staff or scheduled volunteers, including friends, family and significant others must be prepared to purchase full-priced tickets through DCI. Staff badges are not valid for contest entry during the week of the DCI Championships. Instead, a limited number of wristbands in conjunction with badges will be available to current members of the instructional team and scheduled volunteers for the Championship week. Badges and/or wristbands do not necessarily entitle holder to a seat inside the stadium.

Recording

Due to music licensing and copyright laws, along with agreements with Drum Corps International, Pacific Crest Board of Director’s have issued the following statement regarding taping or recording Pacific Crest Drum and Bugle Corps: “NO staff member, volunteer or marching member of Pacific Crest may make or give permission for any type of recording to be made or broadcast”.

Photography

No person is allowed to post, sell or distribute still, digital or video photographs of Pacific Crest in uniform or behind the scenes to any public internet site, publication or individual without the express written permission of Pacific Crest.

Public Relations

The Executive Director is the only person to authorize public relations activity. This includes any media; i.e. newspaper, internet, television, radio, etc. Staff and volunteers are not authorized to represent the organization without the consent of the Executive Director. Requests of this type, and any questions or concerns about this policy are to be directed to him.

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DCI Code of Conduct

Drum Corps International is the world leader in producing and sanctioning competitive stadium events for the world's most elite and exclusive marching music ensembles. As "Marching Music's Major League", we share a responsibility to serve as ambassadors for our activity and to uphold the standards of excellence which are expected of us by all of those with whom we interact. Adherence to the DCI Community Code of Conduct and Ethics Guidelines along with the supplemental Codes of Conduct listed below will help to create a fair & equal performance stage upon which all DCI Participating Organizations can continue to grow & excel.

DCI and its Tour Event Partners have made arrangements on the Participating Organization's behalf to utilize facilities in connection with their preparation and participation at events. As a condition of participation, the DCI Participating Organization's staff, volunteers and performers are "ambassadors of DCI" when participating in DCI Tour Events and therefore agree to the following event related codes of conduct:

1. Housing Site:

- Abide by local/state/federal rules and regulations including the prohibition of alcohol, tobacco and drug use on the grounds of any facility contracted by DCI or the DCI Tour Event Partner. This includes the discarding of empty containers, ashtrays, etc., on facility property which could be construed as having violated the law.
- Abide by the wishes of the facility administration including respecting those areas which are marked "off limits", either expressed or by basic common sense. Cooperate with facility officials with regards to scheduling around previously scheduled events in the facility.
- Use sensitivity and common sense in dress codes while at schools, especially if summer sessions are occurring. Shirts and shoes that would be deemed appropriate in a school setting should be worn and clothing changes should occur in an appropriate place.
- Be sensitive to public audiences, including utilizing language that is appropriate for professional and student populations.
- Leave the facility better than found. The handling and disposing of waste products, especially garbage and sewage from food preparation, should be in accordance with health codes and facility administration standards.

2. Event Site:

- Housing Site and Field Care Codes of Conduct as expressed above.
- Parking lot sensitivity, including trash clean-up, members dressing out of direct view of public, and health code regulations if utilizing food service.
- Instructional and support staff are to wear their DCI security credentials/badges, displayed around the neck where name of Participating Organization can be easily seen, at all times while in attendance at any DCI event. Please allow extra time when approaching a gate in order that the event staff can check your badge. Staff should never assume that volunteer or employed stadium event teams know your staff's affiliation and/or that any staff should be in back-stage areas. (Policy 418.4)
- Staff and support are to assist Tour Event Partners in the protection of the gate by asking family and friends not directly working with the corps to utilize public ticketed entrance

gates. At no time should a non-credentialed person expect to enter or exit to back staging or sensitive areas of the venue, which varies in each stadium. Please check with the DCI Contest Coordinator for specifics. (Policy 418.4)

- Staff and support should be aware of the paying audiences' enjoyment of the Participating Organization's performance. Those using DCI security badges for entrance are asked to sit outside of the reserved seating area, and if choosing to sit in a staff viewing area during their Participating Organization's performance should seats be available, to be sensitive to voice levels and movement once the Participating Organization's performance begins. (Policy 418.4).
- Staff/member demeanor and language should be professional and non-aggressive in critique and audience situations, and when interacting with event staff.
- After a Participating Organization performs, member-seating is to be in non-reserved and/or non-sold sections of the venue. Seating in aisles or "squeezing in" to reserved areas not only is an infraction to fire codes, but also diminishes the paying audience's experience. (Policy 418.4)
- Dress should be clean and in keeping with the image of the activity.

3. Field Care:

- Fields at rehearsal facility should be agreed upon with contact and/or facility administrator before utilizing. Participating Organizations are prohibited to use any field without permission.
- All facilities officials, especially turf managers, are SUPER-SENSITIVE regarding use of their artificial or natural turf field. SPECIAL CARE must be taken at ALL times.
- Be aware that DCI is leasing housing and event venues. Despite detailed explanation of DCI's use of the field prior to the stay or event, at any point, the manager of the facility may decide to prohibit equipment, carts, props, etc. from going onto the field.
- Please consult the DCI Contest Director in advance of the season or use for any construction concerns regarding scenery (props) utilized on the field.
- Non-permanent paint or other substance that will not kill or burn the grass should be used when marking the field. NO logos or anything other than yard lines shall be painted. (Policy 418)
- Reminder that substances such as liquids (including water), any powder like substance, or anything that would leave debris behind are forbidden. (also reference 4.7.2 in the DCI Rules Manual)
- Care should be taken when moving front ensemble equipment and props on and off the field so as not to cause damage to the field. A minimum of 8" wheels should be utilized on any carts or props pulled onto the field. (Policy 418) Extremely special care should be taken with any type of equipment on the "playing" surface.
- Motorized vehicles must be in top condition and **MUST HAVE A DIAPER IF GAS POWERED**. Some facilities may not permit a vehicle that you have used all season based on the type of tires utilized.

- Tarps or covers and props or scenery of any kind that will hinder the oxygen flow to the grass surface or create high levels of heat that can "burn" the surface are not allowed. (Rule 4.7.4 and Policy 418)
- If utilizing scenery (props) that does not require wheels and can be carried, all parts touching the field surface MUST be rounded. Look for anything that could potentially snag or dig into the ground and eliminate it.
- If a field damage should occur, it is the Participating Organization's responsibility to make arrangements for reconciliation prior to leaving the facility.
- DCI strongly recommends that Participating Organization's follow all safety requirements and regulations for all props and equipment, and plan/train/utilize all props and equipment with the utmost of forethought for performer (and others) safety while loading, assembling and performing. The DCI Contest Coordinator has the authority to prohibit the use of any prop or equipment that (s)he believes presents an unreasonable or unacceptable risk of injury or harm to performers, others, and/or property.

X. OTHER POLICIES RELATED TO DRUM CORPS STAFF

The following policies (and others) can be found at www.pacific-crest.org/policies.

[Background Check Policy](#)

[Compliance and Ethics Reporting](#)

[Harassment Prevention Training](#)

[Media Relations Policy](#)

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Know Your Rehearsal

Pacific Crest Drum and Bugle Corps

Type	Description	Purpose	Possible areas to work on
Sub-Sectional	A rehearsal broken down into the instrument/equipment sections, such as a trumpet sectional or rifle sectional. It can further break down into parts of a section, such as a 3rd baritone sectional.	To teach and refine skills at the individual performance level. Teaching strategies should be geared towards the individual member. Instruction should be differentiated depending on the individual's need.	<ul style="list-style-type: none"> • Individual needs • Understanding vocabulary • Fundamental skills • Quality of tone and expressiveness • Articulation • Pitch and intonation
Sectional	A rehearsal at the caption level, such as a percussion rehearsal or a guard rehearsal.	To teach skills and refine performance at the caption level. This type of rehearsal should address concerns that are consistent from performer to performer or to address wider design/writing/vocabulary concerns.	<ul style="list-style-type: none"> • Clarity and uniformity of style, interpretation, and articulation • Ensemble sonority and intonation • Balance and blend • Quality of expressiveness and musicianship
Visual	A marching/movement rehearsal mainly involving the brass and battery sections	To teach and refine marching/movement skills with a focus on the individual performance level. While group instruction can occur, there is a heavy reliance on field techs to differentiate instruction to the individual.	<ul style="list-style-type: none"> • Consistency and uniformity • Expression • Timing and articulation of body, form, and equipment • Precision • Concentration, recovery, stamina
Visual Ensemble	A rehearsal that combines guard, battery, and brass captions and focuses on the visual program	To teach and refine visual performance at the ensemble level. Rehearsal should address concerns of visual coordination, ensemble clarity, and other visual ensemble categories.	<ul style="list-style-type: none"> • Clarity of form, body, and equipment • Quality of orchestration and transitions • Unity of design • Range of expression • Environmental challenges
Music Ensemble	A rehearsal that combines battery, brass, and front ensemble captions and focuses on the music program	To teach and refine music performance at the ensemble level. Rehearsal should address music coordination and ensemble concerns. Could be standing still or on the field.	<ul style="list-style-type: none"> • Clarity • Ensemble sonority and intonation • Uniformity of style and interpretation • Balance and blend • Vertical alignment • Unity of design • Quality of orchestration • Range of expression
Full Corps	A rehearsal that combines all captions and focuses on the overall product, musically and visually.	To refine the overall product at the corps ensemble level. Should address concerns of the design coordination between visual and musical compositions. General effect is the priority.	<ul style="list-style-type: none"> • Engaging the audience • Delivering and sustaining effects • Embody and sustain character, role, identity, style • Communicating artistic qualities • Unified interpretation of the product

Pacific Crest
"The Way"

Instill Cooperative Norms

- You have a duty to help others.
- You have the right to ask for help.
- No one is better than all of us together.

Communicate Clear Expectations

- Assign homework between camps/rehearsals.
- Communicate expectations prior to camps.
- Hold members accountable.
- Hold yourself accountable. Plan!

Follow the Process

- Walk time comes from the preceeding block.
- "Box" talks first.
- "Field" makes comments to individuals.

Know Your Rehearsal

- Sub-Sectional
- Sectional
- Visual
- Visual Ensemble
- Music Ensemble
- Full Corps

Give Clear Instructions

- Wait 'til members are quiet and watching you.
- Pause after a repetition before talking.
- Be specific when giving instruction.

Build Muscle Memory

- Break skills into smaller easily learned units.
 - Teach each dependent skill in the necessary sequence.
 - Nothing "sticks" without 5 - 7 correct repetitions.
 - Review in future rehearsals.
 - Multiple responsibilities can't be added to poor fundamentals.
- (There's no such thing as multi-tasking.)**

Correct and Praise

- Make corrections to individuals, not sections or groups.
- Follow up after a correction.
- Tell them what they're doing right.
- If it's not right after 3 times, you missed a step.

Watch for Diminishing Returns

- No more than 10 repetitions!
- Disguise repetitions to prevent boredom e.g. run a drill move in reverse.
- Don't repeat mistakes.

Motivate and Inspire

- The members aren't trying to make mistakes.
- Inspire them to greatness.
- Be a mentor.
- Make members feel valued.

XII. CHART: TEACHING PHILOSOPHY