

~~Res.~~ 21

Respondents Exhibit No 21

I DEVELOPMENT PROGRAM  
PLAN OF OPERATION Z  
October 25, 1938

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This plan concentrates on the development of eight major subjects. Eight instructors have been selected by the Development Board, and each instructor will handle one subject through the full course of the lectures.

Beginning on Thursday, November 3rd, and on each alternate Thursday thereafter, four subjects will be presented. On Thursday, November 10th, and on each alternate Thursday thereafter, the remaining four subjects will be presented. This allows a one-week interval between classes and enables the instructors of one group to attend lectures given by the other group.

In addition to these regular lectures, special lectures will be given at seven-week intervals. The purpose of these special lectures is to provide to other departments an over-all knowledge of the workings of the various departments within the studio.

The selection of instructors and grouping of personnel for class attendance were based on individual ratings of ability in the subject matter.

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~~NATIONAL LABOR RELATIONS BOARD  
XXI-C-  
CASE NO. 2104 } BOARD  
                          } PETITIONER  
                          } R-SPONDENT } EXHIBIT NO. 21  
IN THE MATTER OF Walt Disney  
DATE 10/14/42 WITNESS Hand  
ETHEL E. FISHER, OFFICIAL REPORTER  
BY Ambrase  
13/6/42~~

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The following is the list of instructors and the subjects they will discuss:

INSTRUCTORS

SUBJECT

Dave Hand

Story Construction  
Gag Construction  
Humor

Ham Luske

Timing  
Character Drawing  
Staging  
Mechanics of Animation

Tom Codrick

Scene Cutting  
Creative Ideas  
Staging and Lighting

Perce Pearce

Acting and Pantomime  
Personality

Charles Philippi

Composition  
Draftsmanship  
Mechanics of Layout

T. Hee

Caricaturing of Characters  
Caricature  
Personality

Ken Anderson

Character Handling  
Layout and Creative  
Ideas  
Personality

Sam Armstrong

Color Reproduction  
Versatility in Mediums  
Color Originality

Effect this Plan will have on the various departments:

1. STORY

One main subject has been set up for the Story department:

"~~STORY CONSTRUCTION~~" -- which will include "Gag Construction" and "Humor."

Group A from the Story department will be in regular classes in "Story Construction" on alternate Thursdays, and will be followed by Groups B and C. Each group will attend three talks.

In addition to "Story Construction," these groups from the Story department will attend special talks as follows:

2/	Dec. 15, 1938	Group A	" <del>TIMING</del> " by Ham Luske
	"	Group C	" <del>ACTING</del> and <del>PANTOMIME</del> " by Perce
3/	Feb. 16, 1939	Group B	" <del>TIMING</del> " by Ham Luske
	"	Group A	" <del>ACTING</del> and <del>PANTOMIME</del> " by Perce
	April 6, 1939	Group C	" <del>TIMING</del> " by Ham Luske
	"	Group B	" <del>ACTING</del> and <del>PANTOMIME</del> " by Perce

2. ANIMATION

Three main subjects have been set up for the Animation department:

"~~TIMING~~" -- which will include "Character Drawing," "Staging," and "Mechanics of Animation."

2/3 "~~CARICATURE OF CHARACTERS~~" -- which will include "Caricature" and "Personality."

"~~ACTING~~ and ~~PANTOMIME~~" -- which will include "Personality."

Therefore, every animator is scheduled to be in class every other Thursday evening for the duration of the semester.

(Directors will be included in these classes.) While Group A is in "Timing," Group B will receive instruction in "Caricaturing of Characters," and Group C will be in the class on "Acting and Pantomime." Subjects change after each three meetings.

(Continued on Page 4)

2. ANIMATION (Continued)

□ In addition to these regular subjects, groups from the Animation department will attend special lectures as follows:

2/3	Dec. 15, 1938	Group A "STORY CONSTRUCTION" by Dave Hand
	"	Group B "SCENE CUTTING" by Tom Codrick
	"	Group C "CHARACTER HANDLING" by Ken Anderson
2/3	Feb. 16, 1939	Group B "STORY CONSTRUCTION" by Dave Hand
	"	Group C "SCENE CUTTING" by Tom Codrick
	"	Group A "CHARACTER HANDLING" by Ken Anderson
2/3	April 6, 1939	Group C "STORY CONSTRUCTION" by Dave Hand
	"	Group A "SCENE CUTTING" by Tom Codrick
	"	Group B "CHARACTER HANDLING" by Ken Anderson

3. DIRECTION

□ Three main subjects have been set up for the Directors:

2/3 "TIMING" -- which will include "Character Drawing,"  
"Staging," and "Mechanics of Animation."

"CARICATURE OF CHARACTERS" -- which will include  
"Caricature" and "Personality."

"ACTING and PANTOMIME" -- Which will include  
"Personality."

Therefore, every director is scheduled to be in class every other Thursday evening for the duration of the semester. While Group A is in "Timing," Group B will receive instruction in "Caricaturing of Characters," and Group C will be in the class on "Acting and Pantomime." Subjects change after each three meetings.

In addition to these regular subjects, groups from Direction will attend special lectures as follows:

2/3	Dec. 15, 1938	Group A "STORY CONSTRUCTION" by Dave Hand
	"	Group B "SCENE CUTTING" by Tom Codrick
	"	Group C "CHARACTER HANDLING" by Ken Anderson
2/3	Feb. 16, 1939	Group B "STORY CONSTRUCTION" by Dave Hand
	"	Group C "SCENE CUTTING" by Tom Codrick
	"	Group A "CHARACTER HANDLING" by Ken Anderson
2/3	April 6, 1939	Group C "STORY CONSTRUCTION" by Dave Hand
	"	Group A "SCENE CUTTING" by Tom Codrick
	"	Group B "CHARACTER HANDLING" by Ken Anderson

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4. LAYOUT

Three main subjects have been set up for the Layout department:

- 2/3 "COMPOSITION" -- which will include "Draftsmanship" and "Mechanics of Layout."
- "SCENE CUTTING" -- which will include "Creative Ideas" and "Staging and Lighting."
- "CHARACTER HANDLING" -- which will include "Layout and Creative Ideas" and "Personality."

Each person in this department will be in class every other Thursday. While Group A is attending the course on "Composition," Group B is in "Scene Cutting," and Group C in "Character Handling." Subjects will change after each three meetings.

In addition to these regular subjects, groups from the Layout department will attend special lectures as follows:

- 2/3 Dec. 15, 1938 Group B "CARICATURING OF CHARACTERS" by T.Hee  
Group A "COLOR REPRODUCTION" by Sam Armstrong
- Feb. 16, 1939 Group C "CARICATURING OF CHARACTERS" by T.Hee  
Group B "COLOR REPRODUCTION" by Sam Armstrong
- April 6, 1939 Group A "CARICATURING OF CHARACTERS" by T.Hee  
Group C "COLOR REPRODUCTION" by Sam Armstrong

5. BACKGROUND

One main subject has been set up for the Background department:  
"COLOR REPRODUCTION" -- which will include "Versatility of Mediums" and "Color Originality."

There will be eight persons from this department in class at any one time. In addition to this regular subject, groups from the Background department will attend special lectures as follows:

- 2/3 Dec. 15, 1938 Group A "COMPOSITION" by Charles Philippi
- Feb. 16, 1939 Group B "COMPOSITION" by Charles Philippi
- April 6, 1939 Group C "COMPOSITION" by Charles Philippi

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Schedule of Classes to be conducted by DAVE HAND:

<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 3, 1938	Story A	General
Nov. 17, 1938	Story A	Detail
Dec. 1, 1938	Story A	Detail
Dec. 15, 1938	*(Animation A *(Direction A	General
Jan. 5, 1939	Story B	General
Jan. 19, 1939	Story B	Detail
Feb. 2, 1939	Story B	Detail
Feb. 16, 1939	*(Animation B *(Direction B	General
Feb. 23, 1939	Story C	General
Mar. 9, 1939	Story C	Detail
Mar. 23, 1939	Story C	Detail
April 6, 1939	*(Animation C *(Direction C	General

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STORY DEPARTMENT

GROUP A

- Morey
- Sears
- Englander
- Penner
- Rickard
- Reeves
- Barks
- Cottrell
- Stallings
- Smith, Webb
- Creedon
- Osborne

GROUP B

- Bosustow
- Perkins
- Thompson
- Brewer
- Peed
- Wright
- Couch
- Battaglia
- Brightman
- Ellis
- Fallberg
- Geiss
- Beard
- Fourcher
- George
- Martin

GROUP C

- Christensen
- Bushman
- Sabo
- Thiele
- deTremaudan
- Hoskins
- Hurd
- Majolie
- Schwartzman
- Sterner
- Williams
- Rivera
- Schaffer
- Dwyer
- Coty
- Schmitt
- McCarthy
- Huntington
- Waltz
- Caldwell
- Bonnicksen
- Rinaldi

On the evenings Dave is not scheduled to conduct a class, he will be free to attend classes conducted by Philippi, T. Hee, Ken Anderson or Sam Armstrong.

(\*) List of Personnel comprising this group may be found on Page 7.

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Schedule of classes to be conducted by H. LUSKE:

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<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 3, 1938	(Animation A (Direction A	General
Nov. 17, 1938	(Animation A (Direction A	Detail
Dec. 1, 1938	(Animation A (Direction A	Detail
Dec. 15, 1938	*Story A	General
Jan. 5, 1939	(Animation B (Direction B	General
Jan. 19, 1939	(Animation B (Direction B	Detail
Feb. 2, 1939	(Animation B (Direction B	Detail
Feb. 16, 1939	*Story B	General
Feb. 23, 1939	(Animation C (Direction C	General
Mar. 9, 1939	(Animation C (Direction C	Detail
Mar. 23, 1939	(Animation C (Direction C	Detail
April 6, 1939	*Story C	General

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GROUP A

GROUP B

GROUP C

--ANIMATION DEPARTMENT--

Tytla  
 Moore  
 Ferguson  
 McManus  
 Thomas  
 Stokes  
 Kahl  
 Reitherman  
 Culhane

Wolf  
 Kimball  
 Larsen  
 Patterson  
 Towsley  
 Spencer  
 Love  
 Woodward  
 Clark  
 Blair, Preston  
 Cannon  
 Johnston

Allen  
 Babbitt  
 Campbell  
 Morehouse  
 Bradbury  
 Thomson  
 Eugster  
 Clemmons  
 Garbutt  
 Smith, Claude  
 Patin  
 Hannah  
 Roman  
 Kelly  
 Murry, Paul

--DIRECTION--

Jaxon  
 Ben  
 Roberts

Lundy  
 Kinney  
 King

Geronimi  
 Satterfield  
 Huemer  
 Algar

On the evenings Ham is not scheduled to conduct a class, he will be free to attend classes conducted by Philippi, T. Hee, Ken Anderson or Sam Armstrong.

(\*) List of Personnel comprising this group may be found on Page 6.

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Schedule of classes to be conducted by TOM CODRICK:

<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 3, 1938	Layout B	General
Nov. 17, 1938	Layout B	Detail
Dec. 1, 1938	Layout B	Detail
Dec. 15, 1938	*(Animation B *(Direction B	General
Jan. 5, 1939	Layout C	General
Jan. 19, 1939	Layout C	Detail
Feb. 2, 1939	Layout C	Detail
Feb. 16, 1939	*(Animation C *(Direction C	General
Feb. 23, 1939	Layout A	General
Mar. 9, 1939	Layout A	Detail
Mar. 23, 1939	Layout A	Detail
April 6, 1939	*(Animation A *(Direction A	General

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-- LAYOUT DEPARTMENT --

<u>GROUP A</u>	<u>GROUP B</u>	<u>GROUP C</u>
Miles	Kelsey	Smith, Don
Hennesy	Payzant	Doughty
Tenggren	Hubley	Hayward
Stahley	Hilberman	Cormack
Heineman	Stewart	Griffith
Schwartz	Noble	Salkin
Blair, Lee	Day	Scott
O'Connor	Carmichael	Siegel
Wong	Zinnen	Tracy
Stapp	Arensma	DaGradi
Herwig	Nolley	Harting
Putnam	Rose	Karpe
		Nordli

On the evenings Tom is not scheduled to conduct a class, he will be free to attend classes conducted by Philippi, T.Hee, Ken Anderson or Sam Armstrong.

(\*) List of Personnel comprising this group may be found on Page 7.

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Schedule of Classes to be conducted by PERCE PEARCE:

<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 3, 1938	(Animation C (Direction C	General
Nov. 17, 1938	(Animation C (Direction C	Detail
Dec. 1, 1938	(Animation C (Direction C	Detail
Dec. 15, 1938	*Story C	General
Jan. 5, 1939	(Animation A (Direction A	General
Jan. 19, 1939	(Animation A (Direction A	Detail
Feb. 2, 1939	(Animation A (Direction A	Detail
Feb. 16, 1939	*Story A	General
Feb. 23, 1939	(Animation B (Direction B	General
Mar. 9, 1939	(Animation B (Direction B	Detail
Mar. 23, 1939	(Animation B (Direction B	Detail
April 6, 1939	*Story B	General

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GROUP A

GROUP B

GROUP C

--ANIMATION DEPARTMENT--

Tytla  
Moore  
Ferguson  
McManus  
Thomas  
Stokes  
Kahl  
Reitherman  
Culhane

Wolf  
Kimball  
Larsen  
Patterson  
Towsley  
Spencer  
Love  
Woodward  
Clark  
Blair, Preston  
Cannon  
Johnston

Allen  
Babbitt  
Campbell  
Morehouse  
Bradbury  
Thomson  
Eugster  
Clemmons  
Garbutt  
Smith, Claude  
Patin  
Hannah  
Roman  
Kelly  
Murry, Paul

-- DIRECTION--

Jaxon  
Ben  
Roberts

Lundy  
Kinney  
King

Geronimi  
Satterfield  
Huemer  
Algar

551 On the evenings Perce is not scheduled to conduct a class, he will be free to attend classes conducted by Philippi, T. Hee, Ken Anderson or Sam Armstrong.

(\*) List of Personnel comprising this group may be found on Page 6.

Schedule of Classes to be conducted by CHARLES PHILIPPI:

<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 10, 1938	Layout A	General
Nov. 25, 1938	Layout A	Detail
Dec. 8, 1938	Layout A	Detail
Dec. 15, 1938	*Background A	General
Jan. 12, 1939	Layout B	General
Jan. 26, 1939	Layout B	Detail
Feb. 9, 1939	Layout B	Detail
Feb. 16, 1939	*Background B	General
Mar. 2, 1939	Layout C	General
Mar. 16, 1939	Layout C	Detail
Mar. 30, 1939	Layout C	Detail
April 6, 1939	*Background C	General

-- LAYOUT DEPARTMENT --

<u>GROUP A</u>	<u>GROUP B</u>	<u>GROUP C</u>
Miles	Kelsey	Smith, Don
Hennesy	Payzant	Doughty
Tenggren	Hubley	Hayward
Stahley	Hilberman	Cormack
Heineman	Stewart	Griffith
Schwartz	Noble	Salkin
Blair, Lee	Day	Scott
O'Connor	Carmichael	Siegel
Wong	Zinnen	Tracy
Stapp	Arensma	DaGradi
Herwig	Nolley	Harting
Putnam	Rose	Karpe
		Nordli

On the evenings Charles Philippi is not scheduled to conduct a class, he will be free to attend classes conducted by Dave Hand, Ham Luske, Tom Codrick or Perce Pearce.

(\*) List of Personnel comprising this group may be found on Page 13.

Schedule of Classes to be conducted by T. Hee:

<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 10, 1938	(Animation B (Direction B	General
Nov. 25, 1938	(Animation B (Direction B	Detail
Dec. 8, 1938	(Animation B (Direction B	Detail
Dec. 15, 1938	*Layout B	General
Jan. 12, 1939	(Animation C (Direction C	General
Jan. 26, 1939	(Animation C (Direction C	Detail
Feb. 9, 1939	(Animation C (Direction C	Detail
Feb. 16, 1939	*Layout C	General
Mar. 2, 1939	(Animation A (Direction A	General
Mar. 16, 1939	(Animation A (Direction A	Detail
Mar. 30, 1939	(Animation A (Direction A	Detail
April 6, 1939	*Layout A	General

GROUP A

GROUP B

GROUP C

-- ANIMATION DEPARTMENT --

Tytla  
Moore  
Ferguson  
McManus  
Thomas  
Stokes  
Kahl  
Reitherman  
Culhane

Wolf  
Kimball  
Larsen  
Patterson  
Towsley  
Spencer  
Love  
Woodward  
Clark  
Blair, Preston  
Cannon  
Johnston

Allen  
Babbitt  
Campbell  
Morehouse  
Bradbury  
Thoms on  
Eugster  
Clemmons  
Barbutt  
Smith, Claude  
Patin  
Hannah  
Roman  
Kelly  
Murry, Paul

-- DIRECTION --

Jaxon  
Ben  
Roberts

Lundy  
Kinney  
King

Geronimi  
Satterfield  
Huemer  
Algar

On the evenings T. Hee is not scheduled to conduct a class, he will be free to attend classes conducted by Dave Hand, Ham Luske, Tom Codrick or Perce Pearce.

(\*) List of personnel comprising this group may be found on Page 8.

Schedule of Classes to be conducted by KEN ANDERSON:

<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 10, 1938	Layout C	General
Nov. 25, 1938	Layout C	Detail
Dec. 8, 1938	Layout C	Detail
Dec. 15, 1938	*(Animation C *(Direction C	General
Jan. 12, 1939	Layout A	General
Jan. 26, 1939	Layout A	Detail
Feb. 9, 1939	Layout A	Detail
Feb. 16, 1939	*(Animation A *(Direction A	General
Mar. 2, 1939	Layout B	General
Mar. 16, 1939	Layout B	Detail
Mar. 30, 1939	Layout B	Detail
April 6, 1939	*(Animation B *(Direction B	General

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-- LAYOUT DEPARTMENT --

<u>GROUP A</u>	<u>GROUP B</u>	<u>GROUP C</u>
Miles	Kelsey	Smith, Don
Hennesy	Payzant	Doughty
Tenggren	Hublely	Hayward
Stahley	Hilberman	Cormack
Heineman	Stewart	Griffith
Schwartz	Noble	Salkin
Blair, Lee	Day	Scott
O'Connor	Carmichael	Siegel
Wong	Zinnen	Tracy
Stapp	Arensma	DaGradi
Herwig	Nolley	Harting
Putnam	Rose	Karpe
		Nordli

On the evenings Ken is not scheduled to conduct a class, he will be free to attend classes conducted by Dave Hand, Ham Luske, Tom Codrick or Perce Pearce.

(\*) List of Personnel comprising this group may be found on Page 7.

Schedule of Classes to be conducted by SAM ARMSTRONG:

<u>DATE</u>	<u>GROUP</u>	<u>TYPE OF LECTURE</u>
Nov. 10, 1938	Background A	General
Nov. 25, 1938	Background A	Detail
Dec. 8, 1938	Background A	Detail
Dec. 15, 1938	*Layout A	General
Jan. 12, 1939	Background B	General
Jan. 26, 1939	Background B	Detail
Feb. 9, 1939	Background B	Detail
Feb. 16, 1939	*Layout B	General
Mar. 2, 1939	Background C	General
Mar. 16, 1939	Background C	Detail
Mar. 30, 1939	Background C	Detail
April 6, 1939	*Layout C	General

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-- BACKGROUND DEPARTMENT --

<u>GROUP A</u>	<u>GROUP B</u>	<u>GROUP C</u>
Nelson	Nevius	Mack
Cox	Storms	Rickert
Davis	Wallet	Starr
Huffine	Coates	Eaton
Spohn	Dulin	Foutz
Weinstein	Hansen	Wright
Majors	Leavitt	Fitzpatrick
Heath	Lockrem	Riley

On the evenings Sam is not scheduled to conduct a class, he will be free to attend classes conducted by Dave Hand, Ham Luske, Tom Codrick or Perce Pearce.

(\*) List of Personnel comprising this group may be found on Page 8.

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